

School of Science

Master's Programme in Industrial Engineering and Management

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Uses given to Instagram in an organization and influences of its participation for employee engagement.

Espoo, June 7th, 2017

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Title of the Thesis: Uses given to Instagram in an organization and influences of its participation for employee engagement.	
Number of pages: 59+6	Date: 7.06.2017
Major or Minor: Industrial Engineering and Management. Leadership and knowledge management.	
Supervisor: Professor Matti Vartiainen	
Thesis advisor(s): Olli Kupiainen	
<p>Social media has had and continues to have a substantial impact on our daily lives. Organizations have realized about its potential and currently they are present in most of the popular social network sites. There has not been any previous research on how organizations use Instagram and the effects that it provides. Therefore, this research studies the use of Instagram in a particular organization. Furthermore, the purpose of the study is to explore the influence that participating in content creation of Instagram has for the employees. Nevertheless, there has been a few studies about the internal effects of social media in organizations and it has been identified that social media improves employee engagement. This thesis aims to substantiate it in the case of Instagram.</p> <p>The study was conducted with the collaboration of an organization, whose name is kept anonymous throughout the study. The research consists on qualitative analysis, precisely the Grounded Theory approach. The data collected was obtained from different methods. Firstly, a set of visual artifacts from the organization's account were studied. Moreover, interviews with social media managers were conducted and a questionnaire was sent to employees who participated in the creation of the account content. From the data obtained, it was possible to conclude that Instagram can be used as a brand awareness tool. Furthermore, the analysis showed that participation is not enough to engage employees with the organization. To accomplish so, it is necessary to have strong and effective communication between managers and employees.</p>	
Keywords: social media, Instagram, employee engagement, communication.	Publishing language: English

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Abbreviations

CEO, Chief Executive Officer

GT, Google Translator

IG, Instagram

OCB, Organizational Citizenship Behavior

UCG, User Generated Content

Acknowledgments

This thesis would not have been possible without the support of many people. I would first like to express my gratitude to my thesis advisor Olli Kupiainen for supervising my work, for all the useful comments, remarks and engagement through the learning process. Additional thanks to my tutor Matti Vartiainen for introducing me to the topic during his course last semester as well as for his support on the way. Both of them consistently allowed this paper to be my own work, but steered me in the right direction whenever they thought I needed.

Special thanks to the organization employees who have contributed with their personal experience. Precisely to the interviewees who dedicated time to kindly answer the questions proposed. And to the company employees who participated in the online survey.

Finally, I must express my very profound gratitude to my family for providing me with unfailing support and continuous encouragement throughout my years of study and through the process of researching and writing this thesis despite the distance. Furthermore, this work would have been much harder were it not for the support and friendship provided by all the new people I have met during this adventure in Helsinki.

Finally, I would like to thank Aalto University for providing the necessary resources and working place to develop this master thesis, and to the Universidad Pública de Valencia for allowing me to study the last year of the master abroad as an Erasmus.

1. INTRODUCTION

1.1. Background

Social media has gained popularity and it is very important in today's society. It is very present among the population and the impact that it has in it is remarkable. It allows to reach a wide range of people worldwide. Moreover, the growth of social media platforms has significantly altered the way of communication. Social media provides instant access to information and promotes cross-functional collaboration.

This presents many opportunities for companies, whom have realize the chance and have started to implement it for their own benefit. There are many different social media applications and therefore many different uses. Each company, depending of its own goal and strategy will likely choose the one who fits them best. There is no "formula" to know which one is best, each organization should either analyze or test it. In this study, the Instagram application is researched. It has been seen that more and more companies are creating an account in this famous site. This application is increasing its popularity. It is not only seen as a present social network, but it also seems to have a potential future. Therefore, this topic is of current interest.

In previous studies, such as Saravanakumar, and SuganthaLakshmi (2012) and Vries et. al. (2012), it has been seen that most of organizations use social media for external purposes such as creating a brand and marketing, and to engage with customers. This thesis will research how external social media is used also for internal purposes. The internal effects are mainly related to employee engagement and internal communication. This situation can be driven by an individual's perception of being involved and listen to, as well as to feel part of the organization. There has already been a study about internal uses of social media, Parry and Solidoro (2013) researched the engagement of employers with the organization through social media. The same research argued that social media can initiate dialogue and it can lead to build relationships between employees and employer. For this particular research thesis, the internal uses and effects of the social media platform Instagram are explored and no other study has done it before. Furthermore, the internal use of social media has been less researched. For those reasons, this thesis will have a greater focus on it.

Another reason of researching this particular topic, employee engagement, is because of the researcher's own interest. In organizations, this concept is seen as an internal goal. Engaged employees are likely to show initiative and will seek for opportunities to have a bigger contribution

to the company, and consequently improve an organization's performance. Furthermore, this state can influence in leading and improving the customer satisfaction, the service quality, as well as better financial results and higher productivity (Macey, 2008). To sum up, employee engagement is a win-win situation for both employers and organizations. Therefore, if social media can contribute to it or not is worth researching.

Furthermore, in a period of economic recession recovery, like the one Finland is on, this positive attitude from organizations' employees is indispensable to get back to the initial situation (Parry and Solidoro, 2013). This is due to the strong emotional sense of ownership in which the employees will do whatever is needed to support the organization (MacLeod and Clarke, 2009). In facts, according to numerous studies (Staff, 2008; IABC, 2011) there is a direct relationship between employee engagement and the organizations' financial results. For this reason, the aim of this thesis is to study of the uses and effects of Instagram in a Finnish company. A particular case is presented, which cannot be generalized but it can be relevant to many other organizations

1.2. Purpose and Research Problem

At least to author's knowledge. there has been hardly any research about the effect of Instagram inside companies and how it is used. This social media application is quite recent but its popularity is big. Therefore, it is of big importance to research on it.

The purpose of this study is to explore the potential uses of Instagram and to find opportunities for organizations. The aim of this thesis is to study how organizations use social media, particularly Instagram, and how they benefit from it. Moreover, it is interesting to study the reason of why companies decide it to implement it and the uses that they give. Not only is an interesting topic to study nowadays but it can be influential for the future.

In this study, the content of an organization's Instagram account is explored. How organization operates the account is studied, as well as the main goal that they are trying to achieve with it. Moreover, it has been seen that is very common that employees participate in the organization's content creation. This research aims to find the reasons of this participation. It is also interesting to study how employees perceive social media, particularly, their own company's social media account. Furthermore, the research focuses on the influence that the participation has on the level of engagement of employees with the organization. All of it will be find along this thesis.

This master thesis required the collaboration of the studied company. For them it implied a minimum effort. Two interviews took place with two organization's Instagram managers and set questionnaires were be addressed to those employees who participated in content creation. The organization benefits from this in several ways. It receives an analysis of its Instagram account, in which it is stated why employees are motivated to participate into content creation, and how they perceive their own organizations' Instagram account. The organization has asked to keep the name anonymous. For that reason, a pseudonym will be used.

1.3. Structure of the thesis

This paper starts with Chapter 1 discussing the background of this thesis, highlighting the research problem and the justification of this thesis. Next, the objectives are described along with its scope. In addition, the structure of this paper is presented to clarify the thesis sequence to the reader.

Prior the analysis and findings, a theoretical background is introduced in the Chapter 2. This is key to provide the reader with a good understanding about the main topics addressed and put him or her into context. This chapter collects different statements from different literature review articles and books. The topics discussed are the uses of social media and employee engagement.

Chapter 3 includes the methodology used. The first subchapter, Chapter 3.1, presents the research plan. Chapter 3.2, will describe the particular case that is researched and the description of the approach used. The methods used for the collection of data are presented in Chapter 3.3. Last, Chapter 3.4 introduces the analysis developed in this research. The findings obtained from the analysis are gathered in Chapter 4. The last Chapter 5, includes de discussion of the findings and the conclusions of the thesis.

Finally, the references cited along the chapters can be found at the end of this report followed by the appendixes.

2. THEORETICAL BACKGROUND

This chapter presents different topics that are relevant for understanding the following analysis. The main research field is social media, therefore, a general description of its uses and particularly for organizations is reviewed in Chapter 2.1. The coming Chapter 2.2, is about employee engagement, which is a relevant topic when referring to the internal use of social media, and is one of the main topics of the research.

2.1. Social media use

This chapter presents general aspects about social media and the many different applications that it has. It highlights the importance of social media nowadays. A deeper description of the Instagram application is included below, in Chapter 2.1.1, since it is the application that is being researched. Finally, a description of how organizations use social media is introduced in Chapter 2.1.2.

Cook and Hopkins (2008) and Kaplan and Haenlein (2010) have noticed the importance of social media and studied this topic. They defined social media as online communication tools that combine information exchange and opinion-sharing, as well as Internet-based applications that enable the production and transmission of user-generated content (UGC).

2.1.1. Types of social media

Social Media should not be confused with related concepts such as Web 2.0 and UGC. Firstly, Web 2.0 is a term that is used to describe a new way in which software developers and end-users started to utilize the World Wide Web. Kaplan and Haenlein (2010) define these two concepts. Firstly, Web 2.0 consists on a platform where all users continuously modify the content and applications in a participatory and collaborative way. Secondly, UGC can be seen as the sum of all ways in which people make use of Social Media. Integrating the concepts of Web 2.0 and UGC with the description of Social Media is described it as:

“A group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allows the creation and exchange of User Generated Content”. (p. 61)

Perhaps the most well-known type of social media is the social networking site Facebook (Eun and Kyung, 2016). Nevertheless, there are many more types, which are given different uses. In order to understand better the multiple applications of social media, it is convenient to present a classification and to do so in a systematic manner. For that, Kaplan and Haenlein (2010) rely on a set of theories in the field of media research (social presence, media richness) and social processes (self-presentation, self-disclosure), the two key elements of social media. The result are six groups of Social Media applications, which are gathered in the following table and briefly described in the following lines.

Table 1. Classification of Social Media (Kaplan and Haenlein, 2010, p. 62).

		Social presence/Media richness		
		<i>Low</i>	<i>Medium</i>	<i>High</i>
Self-presentation/Self-disclosure	<i>High</i>	Blogs	Social networking sites (e.g., Facebook)	Virtual social worlds (e.g., Second Life)
	<i>Low</i>	Collaborative projects (e.g., Wikipedia)	Content communities (e.g., YouTube)	Virtual game worlds (e.g., World of Warcraft)

Kaplan and Haenlein (2010) describe the types of social media as follows:

Collaborative projects	These applications enable the collective and simultaneous creation of content by many end-users. An example of this category is the online encyclopedia Wikipedia. The main idea of this social media application is that the outcome achieved is much better by the joint effort of different actors than the achieved individually.
Blogs	They were the first application of Social Media. “ <i>They are websites that usually display date-stamped entries in reverse chronological order</i> ” (OCED, 2007). It is an equivalent of personal web pages. They can come in different formats. Usually, only one person manages it. However, there is the possibility to interact with others through the addition of comments.
Content communities	Its main objective is the sharing of media content among users. There is a wide variety of media types, such as texts (BookCrossing), photos (Flirkr), videos (Youtube), and PowerPoint presentations (Slideshare). It does not require the users to create a personal profile page to have

	access to them.
Social networking sites	These sites enable users to connect with other users. It requires to create a personal profile and invite other users to have access to those profiles. It allows sending instant messages between each other. The personal profiles can include any type of information, including photos, videos, audio files, and blogs. The largest social networking site is Facebook. These sites are very popular, especially among young Internet users. Instagram, the researched social media platform, is classified as a social network site.
Virtual game worlds	In these platforms it is possible to replicate a three-dimensional environment where users can appear in a personalized avatars and interact with each other. The level of social presence and media richness is the highest of all the other social media applications.
Virtual social worlds	The users can choose their behavior and live in a virtual life. Similarly, to the virtual game worlds, the users are avatars and they interact in a three-dimensional environment. However, there are no rules restricting the range of possible interactions.

Traditionally, Internet users make use of Internet to simply expend content. They read it or watch it, and they use it to buy services and products. However, consumers are using the social media platforms previously mentioned to create, modify, share and discuss Internet content (Kietzman et.al., 2011). Since this research is carried out for a Finnish company, it is interesting to take a look to Finland's social media statistics. These statistics (see Figure 1) show the popularity of social media among the Finnish population, which accounts for 51%. Furthermore, the percentage of internet users and mobile subscriptions are very high, unlike the active mobile social users, 42%. This shows that there is a large potential, and it is very likely that both figures; the 51% and 42% will keep increasing.

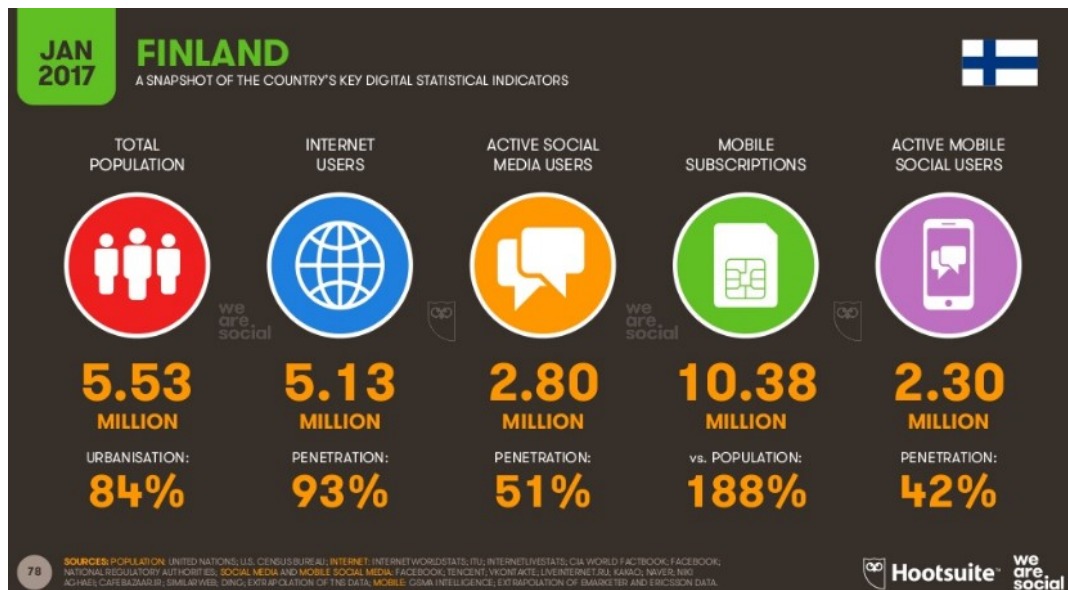


Figure 1. Social media statistics of Finland (SmartInsights, 2017, p. 1).

Furthermore, social media has been seen as something for teenagers and young audiences. However, this is inaccurate, in the last years, there has been a big growth among members of now 35 to 44 years old. The following graph, Figure 2, shows the situation of the US population, it can be used as an example to demonstrate the growth of the social media users by age. Therefore, it is reasonable to say that social media represents a revolutionary new trend that should be of interest to a wider range of people as well as to organizations.

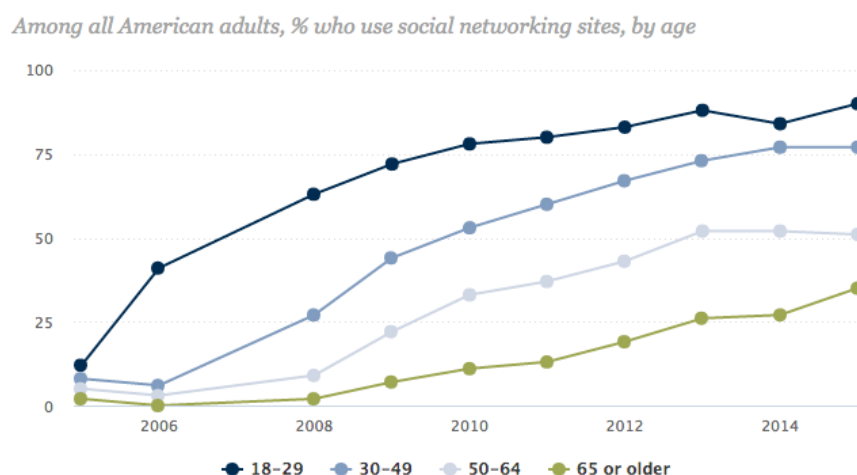


Figure 2. Growth of social media popularity by age (SmartInsights, 2017, p. 1).

After seeing the growing popularity of social media and an overall description of all social media applications, the research focuses on Instagram. This social network site use is lately increasing among organizations. For this reason, the following chapter presents a deeper description of this famous platform.

2.1.2. Instagram

Instagram (IG) is a free online photo-sharing and social network application that allows users to share pictures and videos from a personal account, either publicly or privately. It also allows sharing the content through a variety of other social networking platforms, such as Facebook, Twitter and Tumblr. The application enables the users to apply filters to their pictures and videos. The main characteristics of this famous app is that it allows the people to see many pictures or videos at a fast speed by scrolling down with their fingers in their touchpad smartphones. Therefore, the picture showed has to capture the person's attention in order to make him or her to stop in it. This implies that the picture has to be good, and of good quality. The application allows the users to like and comment the posts of other users. This opens another way to communicate among users. The social network allows the uses of hashtags, which are tags that make easier for users to find messages from a particular theme or content. The use of this tags allows posts to have a wider spread and reach more people, a post with hashtag can be seen by anyone, not only by own followers.

Instagram was launched in 2010 as a free mobile app exclusively for iOS, a mobile operating system created and developed by Apple. Two years after, April 2012, it was released for Android devices, from that the application gained popularity rapidly. The platform was acquired by Facebook in 2012.

Nowadays, Facebook is, without a doubt, the most popular social network, with over 1,870 million active users, it holds an 18% market share, 7% more than its closest competitor, the Facebook-owned, WhatsApp (Chaffey, 2017). In this same ranking as shown in Figure 3, Instagram is in seventh position, having 600 million active users and 4% of market share. Nevertheless, the popularity of Instagram is growing very quickly and is expected that the number of active users keeps increasing.

Social network sites worldwide ranked by number of active users (in millions, as of January 2017,)

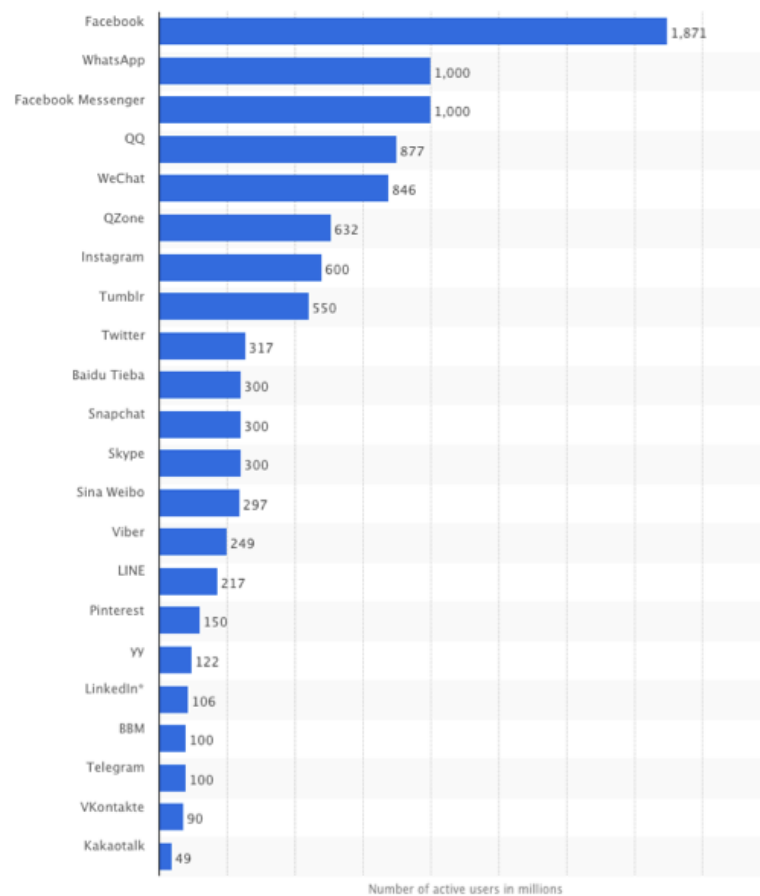
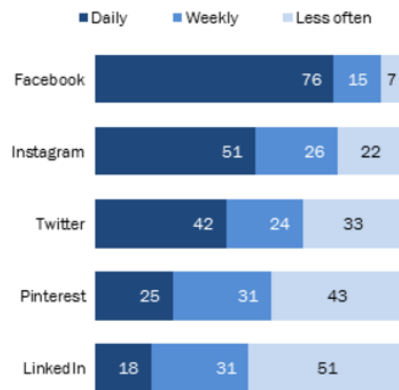


Figure 3. Ranking of social network sites by number of active users (Chaffey, 2017, p. 1).

A very interesting study from Pew Internet shows the daily activity of users, in Figure 4 below. Once again, Facebook takes the lead, followed by Instagram, where 51% of its users check the application daily (Chaffey, 2017). This is a very important number to take into consideration when choosing in which social media participate.

Three-quarters of Facebook users and half of Instagram users use each site daily

Among the users of each social networking site, % who use these sites ...



Note: Do not know/refused responses not shown.

Source: Survey conducted March 7-April 4, 2016.

"Social Media Update 2016"

PEW RESEARCH CENTER

Figure 4. Comparison graph of users daily use (Chaffey, 2017, p. 1).

A recent study by Forrester Research found that Instagram users were 58 times more likely to like, comment, or share brand's posts than Facebook users, and 120 times more likely than Twitter users. All data indicates that users are moving away from Twitter and Facebook and shifting their time to Instagram. This is a remarkable indicator that Instagram is among the best social and mobile platforms for brands to reach audiences that are willing to engage. This can be seen in a study done by TrackMaven, where 51 million of posts from 40,000 different companies over 130 industries were analyzed to establish which social networks achieved the greatest engagement per follower. The results shows that Instagram absolutely dominates when it comes to interactions per 1,000 followers (Chaffey, 2017).

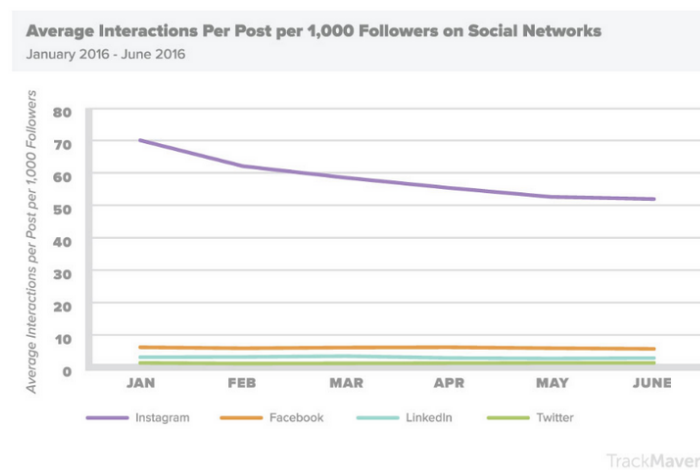


Figure 5. Comparison graph of Interaction per post (Chaffey, 2017, p. 1).

According to all these numbers, it is expected that Instagram continues growing and gaining market share. Furthermore, the fact that Facebook has purchased Instagram reflects that Facebook sees its potential. Organizations have also noticed the potential behind using this powerful social network for engaging with customers, and have not hesitated to implement it. The use of Instagram in companies not only has an external effect but also it also has a relevant internal impact, which are further studied.

2.1.3. Social media in organizations

Organizations have realized the importance of social media and the advantages that it provides. Social media has demonstrated to open many new opportunities due to its features, which can raise communication, interaction, learning and collaboration (Jahn and Nielsen, 2011; Garcia-Peñalvo, Colomo-Palacios, and Lytras, 2012). This can bring significant benefits for organizations (Jussila et.al. 2014). Because of it, it is not surprising that more and more companies are active in social media, like for example in blogs or social networking sites. Social media allows organizations to engage in timely and direct end-consumer contact at relatively low cost and more efficiently than by using traditional communication tools, such as radio, billboards and television. This makes social media relevant to all type of organizations, from large multinationals to small sized companies and even nonprofit and governmental agencies.

In an early study about social media, Leonardi (2013) highlighted the many advantages that social media has for organizations. Therefore, organizations have inquired the potential uses to achieve different goals. In the organizational context, there are two primary uses, which are external and internal. Using social media for external purposes is the most common situation. The implementation of it has external purposes such as communicating with external parties (customers, vendors, public at large), but it can also be done for internal purposes like for example improving employees relationships and engaging with the company. In the following chapters, both uses of social media are explained in depth.

2.1.3.1. *External Uses*

From all the different types of social media, social networking sites, content communities and blogs are the most commons used by organizations for external purposes. Social networking sites and content communities eases to have dialogues, which are valued by customers and facilitates

collaborative social experiences. This causes social-customer relationship management to happen (Baird and Parasnis, 2011, p.30), which helps organizations to meet their customers' needs (Eun and Kyung, 2016). Social media technologies introduce multiple opportunities. Mainly, it allows customers to share their opinions in real time about the organizations' services, products and brand (Baird and Parasnis, 2011; Jansen et al., 2009). Organizations can benefit from it and use it as marketing tool as well as to implement branding strategies, which until the date it has proven to be effective. Furthermore, it also allows organizations to provide many new services to their customers.

A research done by Eun and Kyung (2016) noticed that organizations preferred using social media applications that allowed them to control the information such as blog services. Online customers generate big amounts of data, which organizations have access. It also increases the interaction with current and potential customers (Ahuja and Medury, 2010, 2011; Kelleher and Miller, 2006; Sweetser and Metzgar, 2007). Even though these social media tools give organizations a better control, various researches such as Cho and Huh (2010) and Cox et al. (2008) have proven social media to be an unsuitable site for open communication with customers. Opposed to it, social networking sites ease the engagement with customers. For this reason and because they are the most popular among people, social network sites, such as Facebook and LinkedIn are the most common in organizations. The adoption of social networking sites in organizations has altered the management of customer relationships from managing them to collaborating with them.

In addition, it is very common to find organizations present in more than just one social network site. According to the Korea Content Creative Agency (2012), social media applications are much more effective when at least two are used in jointly with another in order to reach a wider range of customers.

2.1.3.2. Internal Uses

Social media application for external purposes provides internal benefits for organizations. This was proved in a study done by Parry and Solidoro (2013), where it was stated that the way new social and networking media operate, allows companies to increase engagement with employees through easing dialogue, and to integrate employees into the organizations' culture by creating a sense of community. Furthermore, they announce that social media can also increase the degree of involvement and engagement of employees. It creates an open, comprehensive, and collaborative

environment, in addition to the sense of belonging to a community. This has a large impact on the employee's behavior towards their daily activities and to the organization (Parry and Solidoro, 2013).

In conclusion, knowing in which social network to focus the efforts is something that organization have to carefully consider. After previously seeing all the graphs and promising numbers of Instagram, seems like a good choice for organizations. An article published in 2016 says that Instagram has beat Twitter as most popular social media platform among advertisers (Rodionova, 2016). Furthermore, an article from the Fast Company website recommends that every brand should be on Instagram. As cited in an online article written by Rezvani (2014, p. 1) "*Instagram is full of potential with people eager to connect with a brand on a more intimate and tangible level*". However, creating the right content can be a challenge. It is very important to select the right visuals, images are key to tell the organizations' stories. Regardless of the industry, any organization can create their own campaigns through this platform with the purpose of reaching the target audience. In conclusion, organizations cannot only benefit from the ease of engaging customers or its followers, but also from its employees' participation in the content creation.

2.2. Employee engagement

This topic is of current interest in organizations and is the main researched topic in this thesis. This chapter presents numerous definitions in order to have a better understanding of it.

Employee engagement is an ambiguous term and it lacks an exact definition. However, according to IABC (2011), employee engagement is essential for organizations to be successful and to create competitive advantage. Therefore, it is interesting to explore the most significant definitions of this term. Most often it has been defined as an "*emotional and intellectual commitment to the organization*" (Baumruk, 2004; Richman 2006; Shaw, 2005) or as reported by Frank et al. (2014), the amount of discretionary effort exhibited by employees in their jobs.

Many other definitions of this term are found in the literature. Kahn (1990) defines personal engagement as "*the harnessing of organization members' selves to their work roles; in engagement people employ and express themselves physically, cognitively, and emotionally during role performances*" (p.694).

Another accurate definition is the one given by Rothbard (2001), who defines it as psychological presence. He deepens stating that it involves two critical components, which are attention and

absorption. Attention refers to “*cognitive availability and the amount of time one spends thinking about a role*” while absorption, “*means being engrossed in a role and refers to the intensity of one’s focus on a role*” (p.656).

In Gibbons’ (2006) research, it is stated that “*employee engagement is a heightened emotional and intellectual connection that an employee has for his/her job, organization, manager, or co-workers that in turn influences him/her to apply additional discretionary effort to his/her work*” (p. 5).

Perhaps a more accessible definition comes from Looi et al. (2004). According to their research, engagement is “*a measure of the energy and passion that employees have for their organizations*”. Engaged employees are individuals who take action to improve business results for their organizations. They “*stay, say, and strive-stay with and are committed to the organization, say positive things about their workplace, and strive to go above and beyond to deliver extraordinary work*” (p. 12).

Engagement has to do with how individuals employ themselves in the performance of their job according to May et al. (2004). They also suggest that “*engagement may be thought of as an antecedent to job involvement in that individuals who experience deep engagement in their roles should come to identify with their jobs*”(p. 12).

Founded in the academic literature, Robinson et al. (2004) suggests that engagement is a positive attitude that employees have towards their organization and its values. Furthermore, they state that “*engagement contains many elements of both commitment and organizational citizenship behavior (OCB)*” (p.8). This citation introduces an interesting concept, OCB. It refers to anything that employees choose to do and it must “*promote the effective functioning of the organization*” (Organ, 1988, p. 4). OCB has proven to have a positive impact on employee performance and wellbeing. Therefore, it is desirable for organizations to promote this behavior.

Despite the different definitions, all of them have in common that employee engagement is a desirable condition in organizations. Human resources professionals have related employee engagement with high productivity (Scarola, 2017). Moreover, according to a study done in United Kingdom suggested that high levels of engagement can lead to lower sickness absence, higher customer service, and better retention, as well as higher innovation and better overall performance (MacLeod and Clarke, 2009). Therefore, much of the organizations’ attention has focused on how employees might develop high levels of engagement in their workforce.

After reviewing the previous studies, Gibbons (2006) identified the main drivers of employee engagement, which are gathered in the following table:

Table 2. Main drivers of employee engagement (Gibbons, 2006, p. 6).

MAIN DRIVERS	
Trust and Integrity	Applies to how the organization's leadership is perceived. If they care about employees, listen and respond to their opinions, if is trustworthy, and lead as an example.
Nature of the job	The degree of employee participation in decision-making and autonomy.
Individual and company performance connection	The amount to how well employees understand the company's objectives, current levels of performance, and how to best contribute to it.
Career growth opportunities	To have opportunities of growth or promotion or to have a clear defined career path.
Pride about the company	Refers to the amount of employees' self-esteem derived from their work.
Co-workers and team members	The attitudes and perspectives of coworkers towards their jobs and the company are relevant to a person's engagement to the company.
Employee development	The extent to which efforts are being made to develop the employee's skills.
Personal relationship with manager	The manager relationship is referred to professional or job-related aspects.

In the literature reviewed, few models and frameworks are described to ease the understanding of this concept. In order to complete the definition of employee engagement the most relevant models are summarized below.

Firstly, a study done by Kahn (1990) reported that there are three psychological conditions related to engagement at work. Later, May et al. (2004), testing Kahn's research, found that workers are more engaged at work in situations that offered them more psychological meaningfulness, psychological safety, and when they were more psychologically available. In May's (2004)

research, it was found that job enrichment and role fit are positive predictors of psychological meaningfulness. Positive predictors for safety are rewarding co-worker and supportive supervision, while adherence to co-worker norms and self-consciousness are negative predictors. For availability, the resources available is positive while participation in outside activities is a negative predictor.

Table 3. Factors contributing to engagement (May et al., 2004, p. 11).

ENGAGEMENT				
Meaningfulness	Safety		Availability	
+ Job enrichment + Role fit	+ Rewarding co-worker + Supportive supervisor relations	- Adherence to co-worker norms - Self-consciousness	+ Resources available	- Participation in outside activities

Although May et al. (2004) have provided several factors that contribute to employee engagement, in this thesis only psychological meaningfulness will be explored. This factor may lead employees to contribute in content creation on organizations' social media.

Secondly, another relevant framework is extracted from the study done by Macey (2008). Employee engagement has been used to refer to a psychological state (e.g., involvement, commitment, attachment, mood), performance construct (e.g., effort or observable behavior), disposition (e.g., positive affect), or some combination of the above.

Therefore, the three components that engagement constructs are trait engagement, state engagement and behavioral engagement. The key component in this research is behavioral engagement, which can lead to the understanding of why employees participate in content creation. This situation is achieved after many relations and links, which can be seen in Figure 6.

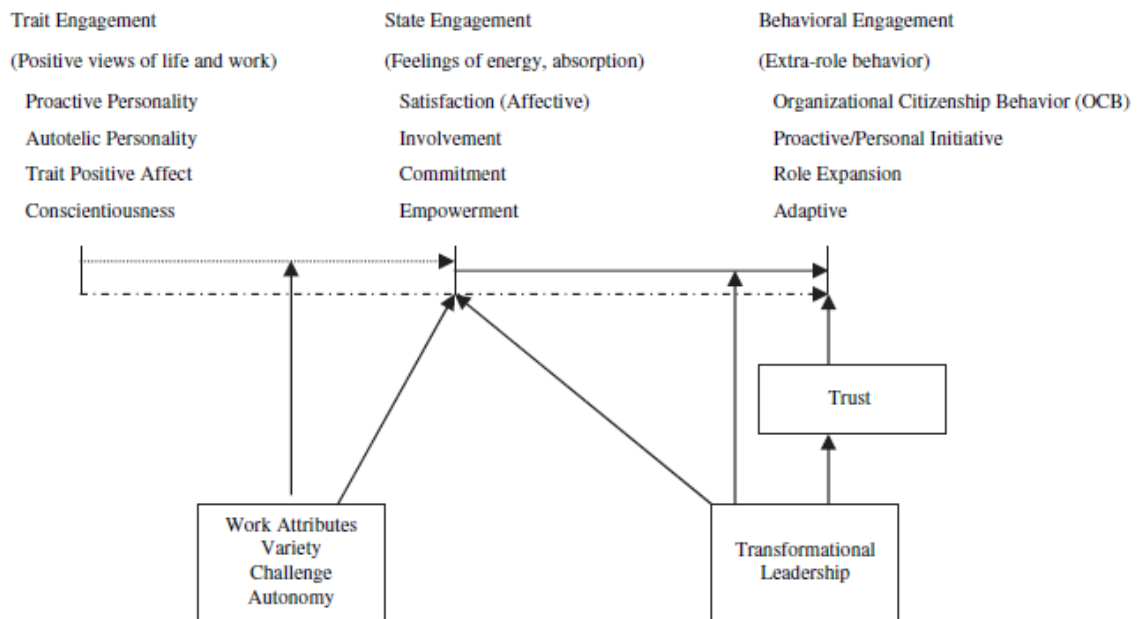


Figure 6. Framework for understanding the elements of employee engagement (Macey, 2008, p. 6).

Trait engagement is conceptualized as more likely distal than proximal causes of behavioral engagement (Kanfer, 1990). Trait engagement interacts with work and organizational conditions to produce state and behavioral engagement. The nature of work (e.g. variety, challenge) has direct effect on state engagement (Hackman and Oldham, 1980) and indirect effects as a boundary condition of the relationship between trait and state engagement. Regarding leadership, the presence of a transformational leader would directly affect state engagement and it would directly affect trust levels and, thus, indirectly affect behavioral engagement (Kahn, 1990; McGregor, 1960).

In conclusion, employee engagement has to do with how individuals employ themselves in the performance of their roles (Saks, 2006). It has been shown that the more highly engaged the employee, the more likely he or she will stay positive (Hughes and Evelina, 2008), and higher will be his or her contribution to the development of a positive atmosphere. It will also minimize turnover, and a higher level of effort. Furthermore, it will lead to potentially influence variables such as productivity, service quality, customer satisfaction, profitability and sales. For this reason, organizations should put effort in improving this aspect. In the further analysis of this research, it is pursued to study if the participation of employees in content creation in social media will empower this situation and if it can have as many benefits as mentioned.

2.3. Framework of the study

This study presents a theoretical background of the main topics covered in this thesis. The social media Chapter 2.1 explores the different types of applications and uses, specially implemented by organizations. The social network Instagram is deeply explained in order to put into context and to see the advantages that presents. Moreover, an extensive Chapter 2.2 on employee engagement brings out the relevance of its research.

After the main topics and methodology are reviewed, the analysis can begin. The empirical work is conducted in three phases. The first phase shows the analysis of the visual artifacts from the company's Instagram account. From this phase, a better understanding of the uses of the social network Instagram are obtained. This is contrasted with the theoretical uses of social media described in Chapter 2.1. With the results obtained from the first analysis, the second phase begins, which consists of two interviews. These interviews provided the insights of the account from the company's perspective, as well as its goal. The findings are compared again with Chapter 2.1 and with Chapter 2.2. Finally, phase three consists on the analysis of a set of questionnaires replies. The survey is addressed to employees that had participated in content creation. This will give the employees' reasoning of participation and perception of the account. The findings from this stage contemplate the main topic of this research, employee engagement presented in Chapter 2.2. All three phases can be graphically seen in the next image for a better understanding.

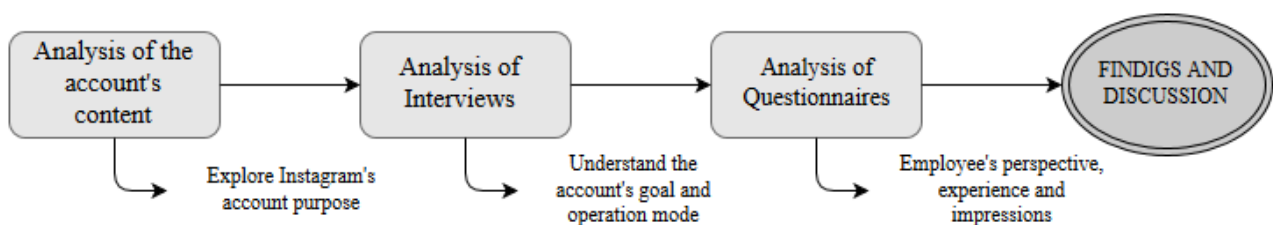


Figure 7. Research thesis framework

3. RESEARCH DESIGN AND METHODS

This chapter describes the empirical study setting and framework used to carry out the research. First of all, in Chapter 3.1 the research questions are presented. Secondly, Chapter 3.2 introduces how the research is approached. The research case, presenting the researched company overview, is described in Chapter 3.2.1 and the analysis approach is described in Chapter 3.2.2. Chapter 3.3 collects the descriptions of the methods used for collection of data: use of digital media (Chapter 3.3.1), using visual data (Chapter 3.3.2) and Interviewing (Chapter 3.3.3). Finally, the Chapter 3.4 includes the analysis of the data obtained. A first Chapter 3.4.1 describes the approached followed. Followed by the analysis of the visual artifacts in Chapter 3.4.2, the interview analysis in Chapter 3.4.3 and the questionnaires analysis in Chapter 3.4.4.

3.1. Research Questions

This research is focused on the study of the uses of social media, specifically of the application Instagram, and the effects that it has in organizations internally and externally. Moreover, the personal reasons of participating employees will be studied. To research this, the particular case of a Finnish service provider company is studied. The questions researched are the followings:

1. What is the purpose of the organization's Instagram account?
2. What internal influences does it have?
3. Has the participation in content creation effected on engagement of employees with the organization?

In order to investigate the previous questions, a set of different data has been collected from different methods: through data from social media site and interviewing. Both methods are theoretically described in the following Chapter 3.3. First, a set of posts from the organization's Instagram account have been analyzed. This allows getting an initial idea of the uses of Instagram for this particular case and its purposes. Secondly, the interviewing data collection method will be carried out combining individual interviews and questionnaires. These will help to get an accurate answer of the research questions. Starting with the interviews, two of them are conducted. They are addressed to important stakeholders (Company's Instagram account manager and social media specialist). The analysis of these interviews has helped to gain insights of the company's account uses and purposes. Finally, a set of short open-questions questionnaire was sent to employees who

have participated in content creation. This questionnaire focused on the personal reasons of their participation and their own perception about it.

3.2. Research approach

3.2.1. Case study

The research questions are answered by studying a specific case. A Finnish organization agreed to collaborate in the research. The company has asked to keep the name anonymous; therefore, a pseudonym is used to refer to the company, FinnCo. To put the reader into context, a company overview is presented in the following paragraphs.

FinnCo is a service provider company that operates only in Finland. The organization has been part of the society over 100 years and has over a million customers. The number of employees exceeds 10.000 distributed all around Finland. The employees are from different ranges of age. However, most of them are 49 years or over.

FinnCo's mission is to promote the sustainable prosperity, security and wellbeing of their members and customer. They develop services and products to meet customers' needs. Regarding their vision, they aspire to be the best service group owned by customers. They plan to achieve their mission and vision by being loyal to their values.

FinnCo's goal is to find an ideal solution to each customer's needs. The products developed aim to take account of the needs of customers of all ages living in the different areas of Finland. The organization is very involved in innovation and digitalization. They have put a particular focus in offering electronic products and services to make customer's everyday life easier. Today, the organization's operations are carried out electronically. Digitalization will also make FinnCo's operations more efficient and it will also reduce environmental impacts, which is a big concern for the company.

FinnCo does not only operate online, but they are also present in various social media channels, such as Facebook, Twitter Instagram, YouTube Snapchat and LinkedIn. In this thesis, the uses that the company gives to Instagram are studied. The organization Instagram's account is quite active. Their first picture was posted in January 2015. The account has had many changes; nevertheless,

they have experienced a constant growth, and the number of followers is increasing at a steady paste.

3.2.2. Qualitative Research

A good description of qualitative analysis and its methods was described by Keegan (2009). Nevertheless, it is a difficult concept to define. It explores questions such as what, why and how, rather than how many or how much. It is primarily concerned with meaning rather than measuring. It is about understanding why individuals and groups think and behave. Sometimes, it is described as cultural research because the focus is on the relationship between the people and/or between people and products, services or brands within a specific cultural context.

The main characteristics of qualitative research can be found in the research done by Keegan (2009). Usually it involves small samples of people as a representation of the population as a whole. Another factor is that it is person-centered, it start with the research of the individual environment to gain understating of their interest and preferences. Moreover, the interaction between researcher and participant is informal, fluid, open-ended, dynamic and creative. The techniques used can be diverse. Finaly, this analysis involve a high level of interpretation and synthesis of data by the research through the process, both in the interaction with participants and in the analysis of the research outcomes. Therefore, qualitative researchers have to be highly competent and skilled in all stages of the research process.

In this type of researches, it reaches a point where it becomes part of the researcher's self, involving his or her intuition, emotion and physical responses, as well as intellect. For this reason, among others, qualitative research has been defined as subjective, influenced by the views of the researcher, wear on reliability and validity, and of too small scale to inspire confidence and not to be trusted as a basis for making important decisions (Keegan, 2009). Due to this, it is wondered if qualitative research can be trusted. Because of this it is important to talk about its validity and reliability, which can be found further in Chapter 5.3.

There is a diversity of qualitative research methods. The main ones are interviewing, which can be individual, in groups, face-to-face, on the phone or through internet among others, and though researching accessible data sources like newspapers, magazines, social networking, internet sites or reading qualitative reports. Other methods are observing people like for example with cameras,

engaging in an activity as a co-researcher, setting people tasks to do and give a report back, deliberative research, semiotics and cultural analysis, and finally creative forums.

In this research, as early mentioned, only two of them are put into practice, which are interviewing and researching accessible data sources. In the next paragraphs, a deeper description of these two methods is given.

3.3. Data collection methods

Data is the basis for any research, without collecting data no analysis can be done. Therefore, it is important to choose the right method to collect the necessary data for in each case. For this research, qualitative methods have been used. They analyze behaviors, attitudes, needs and human's emotions, what is pursued in this thesis. There are many different qualitative methods, such as observing people, deliberative research, creative forums, interviewing, researching accessible data sources, etc. However, few of them will be described in this chapter. Thus, are the ones that are put into practice, data collection from visual artifacts from a social media application and interviewing.

3.3.1. Use of Digital Media

The first method implemented for collecting data in this thesis is through accessible data sources in the internet, in this case in social media. The impact of the Internet on qualitative research methods is likely to grow, due to the large impact of Internet and social media in today's society. It has been seen that the use of Internet for qualitative research is effective for young audiences, to whom this is their natural environment, and who are likely to be more authentic (Desai, 2002).

The main advantages of this new digital methodologies are that, unlike face-to-face methods, the researcher and the participant do not have to be in the same physical place. This leads to carry out the research by text rather than speech, which enables the interaction to be more flexible. Moreover, it is not needed to take place in real time. Researches such as Pincott and Branthwaite (2000) and Desai (2002), agree that these differences should be seen as an advantage rather than an issue to overcome. Since it is most likely that the participants are alone, an advantage is that this allows them to be more focused and to spend more time answering.

These new technologies have their advantages. Not only it opens up many new opportunities for qualitative research, but also is where collaboration and co-creation takes off, which has encouraged the involvement of the consumers in product development and other research areas (Leadbeater, 2008). There are multiple of digital forums that can be used for qualitative research such as online groups, bulletin boards, blogs, online communities, e-mail forums and social networking sites. In this research, data has only been obtained from social networking sites.

3.3.2. Using Visual Data

One way of obtaining data is through the analysis of visuals. Few researchers, such as Banks (2008) and Collier (1986) support the collection of data through visual artifacts. Banks (2008) states in his book that pictures are ubiquitous in society, so for that some consideration of visual representation can be included in all society studies. His second reason is that a study of visuals may reveal sociological insights that may not be accessible by any other way. Secondly, Collier states that photographs can be tools with which to obtain knowledge beyond that provided through direct analysis.

The analysis of visuals includes the decoding of visual components into verbal (usually written) forms and communication. Although it may be that some research knowledge and insights cannot be fully transferred to verbal forms, there is no analysis that can ignore this translation process. The function of this decoding process is to get photographic evidence defined so that it is possible to intellectually define what has been recorded and what the visual evidence reveals for the analyst. Furthermore, it serves as a bridge between the visual (associated with intuition, art, and implicit knowledge in Western culture) and the verbal (associated with reason, fact, and objective information) (Collier, 1986).

3.3.3. Interviews

Interviewing is the most used data collection method in qualitative studies (Merriam, 2009). It enables the researcher to gain insight into the research topic from the perspective of the interview and drill deep into the meanings and casual links behind it (Kvale and Brinkmann, 2009). The strengths of the research interview is that they focus directly on case study topic and they provide perceived casual interferences (Yin, 2003b).

This method is a relatively efficient, effective and versatile. It makes the researcher to feel in control, allows him or her to set an agenda, ask the questions desired, and enables to observe and listen as well as to read the responses. Furthermore, it facilitates to recruit the participants according to a specification, which can be demographic variables such as gender, age, culture, social class as well as other specific criteria significant to the project.

Interviews can be developed as a group discussion or individually. In this research, individual interviews were carried out. Individual depth interviews are one-to-one sessions between the researcher and the participant, where this last one has been recruited according to specific criteria. They enable expert opinions and deep view into the problem and opportunities related to a specific topic in a short amount of time. One hour is the typical duration, although it varies according to the research needs. The interview often takes place in the participant's home or place of work.

One issue that may arise from individual interviews is the participants' collaboration, especially if they are company's employees. Even if the manager may endorse to do the interviews to his or her employees, they still have to be convinced that it will not alter their productivity (Leonardi, 2015). Typically, the informants have many other tasks to do, where if they are not completed on time could get them in trouble with their managers or may force them to stay late at work to catch up, which disrupts personal time. For this reason, in order not to take much time from the employees, the interviews must be short, unless the participant is extremely interested in the topic.

In this research, interviews are the main research method. Two individual interviews have been conducted to the manager of the main FinnCo's Instagram account and to a social media specialist from the company (Appendix 1). The purpose of these interviews is to understand the main goal of the organization's Instagram account, as well as their perception about employee participation.

Both interviewees were first contacted by email. After receiving their reply and agreement to participate, a date for the interview was arranged between the researcher and the interviewees. Both interviews were conducted face-to-face in the organization's main offices at the end of April.

For the selection of the informants, it was asked who could be interviewed according to the criteria needed, and the responsible of social media agreed to it. Furthermore, he provided the contact details of another person, who was also involved in social media. Informants have contributed by sharing the insights of the account and its operating methods.

The first person interviewed was a young female, who had been working for the company for a few years. She is a social media specialist and she has been in her current position for almost a year. She

is very passionate about this field, which allows her to be motivated towards her daily tasks. Before the interview meeting, the questions were provided to her in advance as requested, with the purpose to give good and complete answers. Her interview lasted 71 minutes. The interview was predicted to last less; however, she was very interested in the topic which resulted in a longer interview. The second interviewee is a young male. Currently, he is the head of the Instagram company account, position that he has been in for only a few months, from where he is still adapting and learning. His interview was much shorter compared with the first one, about 34 minutes long.

The questions asked were semi-structured open questions. Even though the questions were thought in advanced, questions were not limited only to those. Nevertheless, the main questions can be found in the Appendix 2.

3.4. Data analysis

3.4.1. Grounded Theory

Concretely, the approach followed in this analysis is the one created by Glaser and Strauss (1987). The authors call grounded theory as the discovery of theory from data (Glaser and Strauss, 2009), and it provides with predictions, interpretations, explanations and applications. Its name comes due to the emphasis on the generation of theory and the data on which that theory is grounded (Strauss, 1988) and it is defined as follows:

“Grounded theory is a detailed grounding by systematically and intensively analyzing data, often sentence by sentence, or phase by phase of the field note, interview, or other document; by constant comparison, data are extensively collected and coded”(p. 22)

Its focus is not only on collecting the data, but also on organizing the ideas that have emerged while doing the data analysis.

3.4.2. Visual Artifacts Analysis

In this chapter, an analysis of visual artifacts of FinnCo’s Instagram account is introduced. The purpose of this analysis is to familiarize with the research context and to understand the uses and

goals of the Instagram account. Fifty pictures were analyzed based on eight criteria, which in the analysis are defined as codes. In order to understand the formula or the way posts have been analyzed, a brief description of each criteria is given in the paragraph below.

Firstly, any post description with relevant information about the company, such as events or new services or products, has been mark with an X in the box of the analysis table, corresponding to Code 1, in contrary case Code 2. The posts that reflect a positive and optimistic attitude have been classified as Code 3. In a similar way, the posts in which employees showed enthusiasm or involvement with the organization were classified as employee engagement, Code 4. A post was classified in Code 5 if people were photographed or filmed. It was noticed that the company account had many references to locations in Finland or to local traditions, all those posts have been classified as cultural, Code 6. Next, the customer attractiveness, Code 7, has been evaluated depending on the information given, if it is relevant for the clients or potential new ones. Examples of it are announcements of jobs, volunteer tasks, and introduction of new customer services and its improvement. Last, any picture reflecting the company's values either with the image or with the description has been classified with the Code 8.

Code 1	Information of the company or about their own events
Code 2	Irrelevant information or no information at all
Code 3	Motivational post
Code 4	Employee Engagement
Code 5	People appear in the picture
Code 6	Culture
Code 7	Customer attractiveness
Code 8	Reflects company's values

The procedure of this analysis has been the following. Firstly, the pictures were observed and the description of the post was copied and pasted into Google Translator (GT), to translate the text from Finnish to English and vice versa to check that it was accurate. GT searches for patterns from hundreds of millions documents in order to find the best available translation. It is done by identifying patterns in the documents previously translated by human translators. This allows GT to make quick decisions about the most suitable translation (Linna, 2013). Once the picture and the text were understood, the posts were evaluated based on the criteria mentioned earlier. The analysis

has been done in an Excel table in order to ease the possibility to find a pattern. The number of likes and comments that each picture received to date (May 22nd) has been included in the analysis table in order to see the impact that the post has received among its followers.

The following table presents all the data collected, from de 12th of January until 1st of March, and analyzed based on the 8 codes mentioned, as well as with the impact that have received reflected through the number of likes and comments.

Table 4. Analysis of FinnCo's Instagram posts.

Posts	Code1	Code2	Code3	Code4	Code5	Code6	Code7	Code8	#likes	#comments
Pic1		x				x			83	0
Pic2		x							158	3
Pic3		x				x		x	147	0
Pic4	x		x	x	x		x	x	135	3
Pic5		x							143	0
Vid1		x	x		x			x	-	0
Pic6		x		x	x			x	166	0
Pic7		x				x		x	247	0
Pic8		x				x		x	297	2
Pic9		x			x				112	0
Pic10	x								41	0
Pic11		x	x	x	x		x	x	136	0
Pic12	x				x	x			31	0
Pic13		x				x		x	100	1
Pic14	x				x		x		53	0
Pic15		x	x	x	x		x	x	63	0
Pic16		x				x		x	119	0
Pic17	x				x		x	x	86	0
Vid2	x			x	x		x	x	-	0
Pic18		x				x		x	118	0
Pic19		x			x				47	1
Vid3		x				x		x	-	0
Pic20	x				x		x	x	167	1
Pic21	x				x		x	x	102	0
Vid4		x		x	x	x		x	-	0
Pic22	x			x	x		x	x	88	0
Pic23		x			x	x			78	0
Pic24		x	x			x		x	228	1
Pic25		x				x		x	191	0
Vid5		x			x	x	x		-	14
Pic26		x				x		x	115	0

Pic27		x				x		x	86	0
Vid6		x			x	x	x		-	2
Pic28		x							134	0
Pic29		x		x	x				68	0
Pic30		x	x			x		x	102	0
Pic31		x				x		x	130	0
Pic32	x				x		x	x	57	0
Pic33		x				x		x	158	0
Pic34	x		x	x	x	x	x	x	94	0
Pic35		x	x			x		x	115	0
Vid7		x	x	x	x	x		x	-	1
Pic36		x	x	x	x	x		x	130	0
Pic37		x			x	x		x	134	0
Pic38		x						x	128	0
Pic39		x			x	x		x	113	0
Pic40		x				x		x	157	0
Vid8		x		x	x	x		x	-	0
Vid9		x			x	x	x		-	152
Pic41		x	x		x	x		x	191	0

3.4.3. Interview Analysis

Both interviews were recorded, with the permission of the informants to ease the transcribing process and to not lose any details. Afterwards, all the answers were transcribed word to word to a written document. Then a summary with the main ideas of each question was done. The interviews were analyzed with a qualitative data analysis software, Atlas.ti.

The program used allows to load the interview documents, to create quotations and assign them to a code or to more than one. Two rounds of coding have been done. In the first round, the codes were created from the main ideas extracted from the interviews, which are the account's goal, its operations methods and the challenges that they currently have. A fourth code, employee participation, was decided before hand, in accordance with the researched questions. A second round of coding was performed on these excerpts, making it a total of 14 codes, 4 principal codes and 10 subcodes. All the codes and its relationships between each other can be seen in the next image, Figure 9. Moreover, a description of the codes can be found in the Appendix 1.

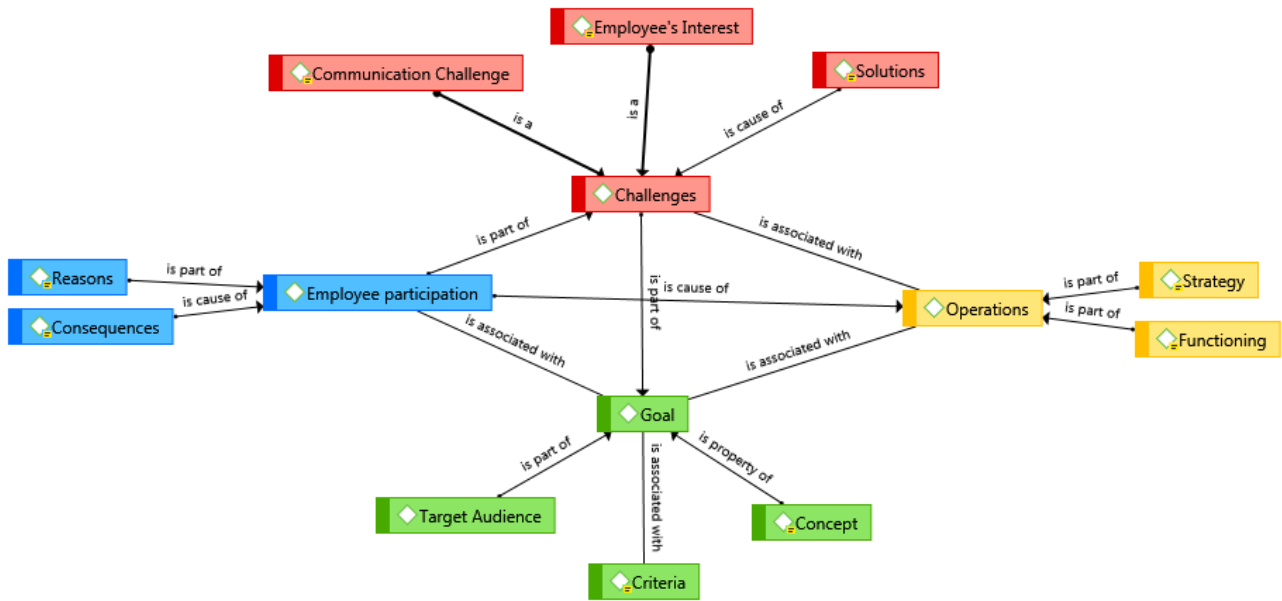


Figure 8. Layout of codes from the individual interviews.

3.4.4. Questionnaires Analysis

The last analysis of this research consists on a set of questionnaires addressed to FinnCo's employees that participated in the content creation of the organization's Instagram account. The purpose of the survey is to understand the perception that employees have of the account and the reasons of their participation. With the survey, it was expected to obtain the employee's point of view, impressions and experiences.

The questionnaire consists of six open-ended questions, done in a digital survey platform named Webropol, from where a link is obtained and can be sent. The questions were written both in English and Finnish, and the participants were given the option to reply in whichever language they preferred. The questions of the survey can be found in the Appendix 4.

Totally, the questionnaire was sent to 10 people to their company's email account, whose were provided by both interviewees. The questionnaires were initially sent to all recipients the 10th of May. After this first round, only one employee replied. One week after, a reminder was sent to the rest the 17th of May, where three more answers were received. A final reminder was sent the 24th of May. In total, six answers were received. The employees who have completed the survey are all of young age, from 25 to 40. There is one male and five females.

4. FINDINGS

4.1. Visuals Findings

This Chapter presents the main discoveries obtained from analyzing the posts of the organization's Instagram account. The posts have been classified according to different codes. The following table collects the total of posts classified in each code as well as the percentage of frequency of posts where the code is present:

Table 5. Summary of the analysis table

Code	Description	Total Number	Frequency
Code 1	Company information	11	22%
Code 2	No information	39	78%
Code 3	Motivational	11	22%
Code 4	Employee Engagement	12	24%
Code 5	People in the post	28	56%
Code 6	Cultural	30	60%
Code 7	Customer attractiveness	14	28%
Code 8	Company's values	36	72%

It is noticed that the codes with most frequency among the fifty analyzed posts are Code2 (no information), followed by code8 (reflects company's values) and Code6 (culture). Oppositely, the least frequent codes are numbers 1 (information about the company, opposite to Code2) and 3 (motivational post).

Therefore, it is assumed that the purpose of the Instagram is not to inform customers about their services and events, due to that most of the posts do not give any valuable information to the account followers (Code 2). Secondly, it is remarkable the presence of Code 8, which is the reflection of the company's values. Therefore, an organization wants to express who they are through the Instagram posts and build an image based on their values. Finally, Code 6 has a big weight in the account, which represents the cultural posts. FinnCo pursues to show their pride for their country, which can arguably lead to a higher engagement with its customers.

However, Code 3, which are those posts that reflect motivation, do not have much weight in the account. There are two possible reasons. Firstly, it can be because it is not part of the account's

goal. Secondly, it can be part of the goal, but the selection of pictures showed has not been right. Furthermore, not many pictures demonstrate the engagement of employees towards the company and towards satisfying customers' needs, Code4. This induces to think that the account is not focused on the employees, but on the customers.

Therefore, an accurate conjecture of FinnCo's Instagram account purposes is:

To create the company's brand, by illustrating the company values, and to foster the Finnish culture to engage with its customers through the posts.

An additional analysis combining the number of likes and the codes has been done (see Table 6). This highlights what type of pictures receive more likes.

Table 6. Relation between codes and number of likes.

	Code 1	Code 2	Code 3	Code 4	Code 5	Code 6	Code 7	Code 8
Total likes	854	4194	1194	880	1389	3164	981	4100
Num. posts	10	31	9	8	15	23	10	30
Average	85,4	135,3	132,7	110,0	92,6	137,6	98,1	136,7

There are four codes that collect most number likes, which does not necessarily mean it is what followers like the most. Although number of likes indicates to what extent people like the post, it is not the actual measure of the most liked post because there is no data how many people saw each post. This is not possible to know, Instagram does not allow having this information. However, the likes help to have an idea of the followers' perception of the posts. The pictures that show the Finnish culture (Code 6) are the ones that followers like the most, especially those with landscapes. Secondly, those pictures classified with Code 8, reflecting company's values, are very well perceived by the followers receiving a large number of likes.

It is interesting to notice the difference between Code 1 and Code 2, which are contrary. The followers react with more likes to those posts that do not give any information about the organization. The high appreciation of followers towards motivational posts, Code 3, which transmits a positive and optimistic attitude, leads to think that Instagram users search for pictures that are beautiful and that have an impact on them. Moreover, the pictures with people, Code 5, does not perceive many likes in proportion, which indicated that IG users like pictures of places or things more than people.

Since this research started, the number of followers and posts and the number of post has been recorded from the 26th of January until the 22nd of May. Both of the evolutions can be found in the following graphs:

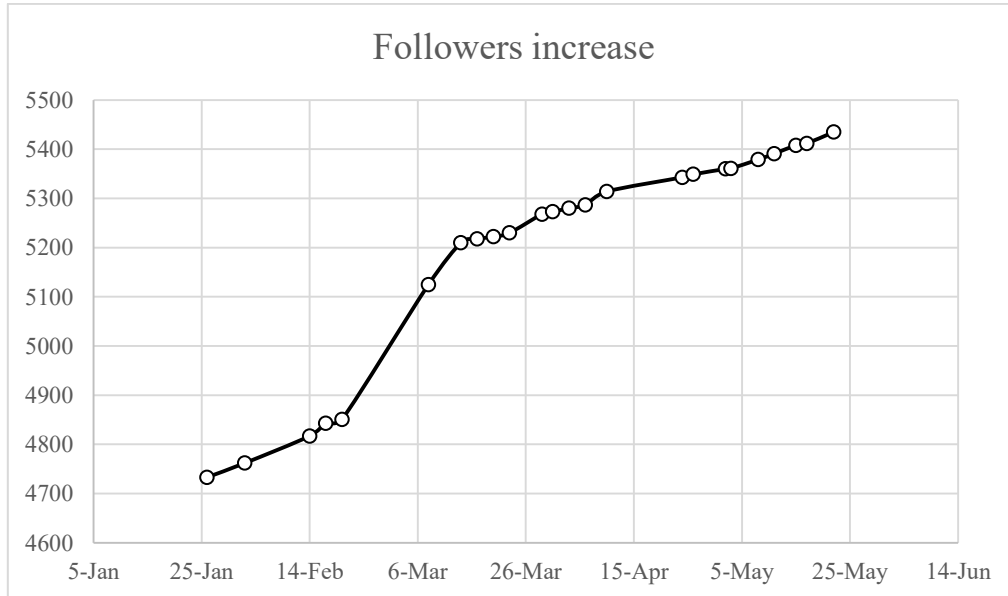


Figure 9. Graph showing the increase of followers

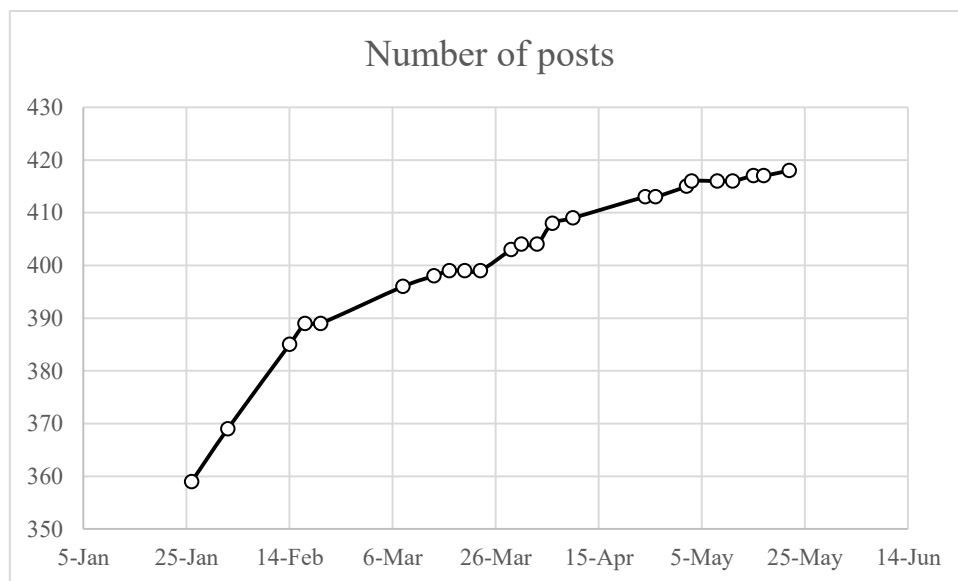


Figure 10. Graph showing the evolution of posts

During the research, it has been noticed that at the beginning of the year, in January of 2017, the company was posting at least one post per day. However, in February and March the posts started to be less frequent, one or two posts per week. This is illustrated in Figure 11.

It is interesting to notice that during this transition period, the number of followers increased. Moreover, after March when the posts were few, the number of followers increased at a steady pace. A possible explanation is that the account has changed and now is better perceived by the followers than before, even though their posts are less frequent they like the content more.

Despite the increase of followers, the number of likes in each post has not been following this trend. The following graph, Figure 12, shows the inconsistency of number likes per post. However, the average of likes per post has increased slightly. From mid-February, the posts have been receiving a minimum of 100 likes.

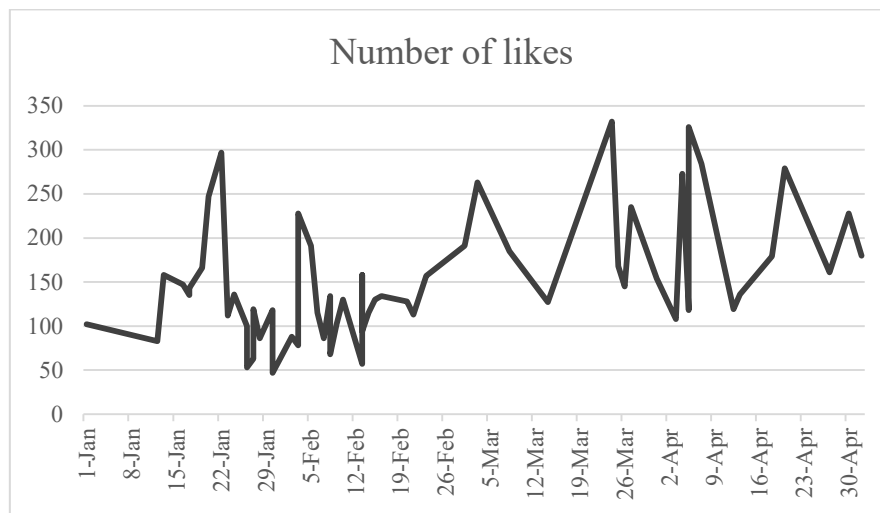


Figure 11. Evolution of likes per post

A possible explanation of this improvement can be due to the change that the account has suffered as it has also been appreciated in the Figures 10 and 11. It is possible that a modification of the content or management took place and it has affected to the perception that followers have of the account.

4.2. Interviews Findings

To begin with, it is necessary to remark that both interviews have shared very similar ideas, which is an indicator of a good level of communication among the main Instagram managers. The following text collects the analysis of the interviews' answers divided in the codes and subcodes from Figure 9. First of all, the use and goal of the IG account are described. Secondly, the operation mode of the account is explained through the strategy and functioning codes. The participation of the employees is a key topic of this analysis. Therefore, the reasons and the consequences of it will

be revealed. Finally, the interview analysis will describe the challenges that the informants have identified and its possible solutions.

GOAL

- **Concept**

Both interviewees have emphasized much about the account's goal. They remarked the importance of having a clear knowledge of what the account's goal is. The account has to reflect organization's concept. According to the information given in the interviews, the use given to Instagram is to *"build the brand and build the company's image, by showing a positive image and transmit a positive vide. Give inspiration."* In other words, the main goal is *"to be present in social media and give people inspiration and give image about the company and the present workers"* as well as *"break the serious, old image that people have about big companies"*, particularly from their business field. Therefore, it is seen that they are not trying to sell and advertise anything to their customers

Consequently, the goal of the Instagram account is brand awareness, which they are doing by *"showing our clients a different side of the organization through the Instagram posts. The main idea is to show a positive and optimistic spirit"*. It is believed that with this concept they are able to show the image of the company that they wish for, *"we want to show the world what makes us special, and what is beautiful and good from Finland"*. Generally, Instagram followers are more interested about nature, for that reason, showing Finnish landscapes is a good way to not only promote the company image, but to capture followers' attention.

One of the main findings is that both informants have provided similar answers regarding the account's goals, which indicates that there is good communication among and they are in full agreement. This is the key to achieve the goal.

One of the organization's objectives is *"to be digital and innovative, ahead of time"*. Therefore, their presence in social media is key, as well as offering services online. A good way to do it is to distinguish themselves from competitors. They check how other's Instagram accounts operate, and their goal is to do it better or different. Moreover, the organizations CEO is present in social media by using social networking sites. This is a great way to show the employees about the importance of it. The encouragement to employees to participate has to come from all management levels, employees need to feel that they are supported.

- **Criteria of pictures**

“The picture is key”, in order to achieve the goal and to express the concept the right way, the picture has to be precisely chosen. It has to be a good quality, show beauty, authentic and from everywhere in Finland. Instagram is all about the image, because of it, the picture posted has to *“have good visuals”* to catch followers attention. Instagram allows to post the pictures applying a filter. It has been said *“if the picture is good we try not to put filter”*, if the picture received has a filter or has been photoshoped *“we usually post it like it is if is good”*. The informants said that in case of posting with a filter, usually a light one is used, that does not modify much the image.

Besides these few requirements for posting, there is no specific criteria or it. However, they are *“trying to avoid posting very similar pictures in a row. Schedule them in a way that there is variation on the posts and create a flow with the filters and colors”*. The criteria stablished will ensure that the pictures selection will be in accordance with the concept.

Even though the main focus is put on the image, the post description is also important. All FinnCo’s posts descriptions are in Finnish. A question regarding this was asked to both interviewees, and they agreed that posting in their language is what they want. Finnish is the language used in all social media channels. For this reason, among others, they have not considered posting in any other language. Most of their customers are Finnish and many of them are from the countryside. A personal belief from one of the informants is that *“if we start posting in English, own followers will maybe think differently, and change their perception towards the company”*. Nevertheless, they believe it is a great idea to write hashtags in English, in order to reach more people and it can be easier to understand the picture for those who do not speak Finnish.

- **Target Audience**

Another relevant code identified from the main goal is the target audience. *“The account is mainly addressed to young people. We want to capture young people’s interest by building the right image. Our goal is to have them as future customers or be a future potential working place”*. Instagram is mainly used by city women from 13 to 35 years old. Despite this, FinnCo’s Instagram account is not only focused on the majority, they want to capture those followers whom share the interest and feels identified with the brand, and with those who want to *“see the bright side of life”*. Demographically, they are only focusing on the Finnish home market.

OPERATIONS

- **Strategy**

Firstly, to have a better understanding about this concept, a definition from the book of Johnson, Scholes and Whittington (2008) is presented:

“Corporate-level strategy is concerned with the overall purpose and scope of an organization and how value will be added to the different parts (business units) of the organization. This could include issues of geographical coverage, diversity of products/services or business units, and how resources are to be allocated between the different parts of the organization.” (p.7)

During this research, the Instagram account manager changed. This caused a change of strategy. According to informant, *“in the previous stage, almost anything could be posted and the posting concept was still no clear enough”*. This strategy change has been noticed during the research, which can be seen especially in the visuals analysis. The number of pictures has changed radically. Before pictures were being posted at least once a day if not two, and now, approximately two per week. *“Now with the new strategy, the selection of pictures is more precise, so less pictures are being posted”*. Moreover, another reason of why less pictures are being posted is due to the lack of employee participation.

Currently, all the communication and marketing team in charge of social media is aware about the actual concept, and the image that they are trying to build, *“all team is on board with the concept and image that we want to show”*. To achieve this final concept, the whole team brainstormed about what customers like and carefully studied what people are seeking in Instagram, and according to that, show the community and how they are better than their competitors, *“strategy is more focused to the customers”*.

The strategy modification included focusing the posting activity to just one person. Previously there was an Instagram manager but from time to time he or she would give the permission to post anything they would like to other offices all over the country. Another difference is that currently there is no advertisement of products or services, while previously there were posts about own events. Nevertheless, both strategies share the development of competitions. It has been argued that contests increase the engagement with the followers by increasing conversations, increasing exposure of the brand, and it also adds a viral element (Frasco, 2013). The interviewees agree that it helps to engage with the customers and it lets them know what customers think through the comments.

Even though the concept was built only two months ago, the organization representatives agree and believe in the new strategy, *“I believe this is the right strategy”* and *“this strategy is going to stay*

like this for at least a few years". This is a very important step, after the agreement they can focus on spreading the concept and encourage employees to participate.

However, it is hard to assure that the strategy will work, time is needed to test what effects it will have, *"it is important to stick with this strategy for a while to see if it really works"*. *"It will also depend if the Instagram application way of working stays the same or not. If it changes, then maybe some modifications will have to be done"*.

- **Functioning**

This code describes the procedure followed for posting, as well as the differences from the previous strategy and the current one regarding this topic.

Having one person in charge for posting allows to have a better control of what is being posted, *"this ensures that the posts follow the account's purpose and follows a pattern"*. The pictures posted can be pictures photographed either by the main account manager or from other employees. Any employee is free to send pictures to the account manager's email, *"the organization also gives freedom to express own personality"*. Nonetheless, just one person makes the decision of what is being posted. Currently, he is posting once or twice per week, although he has said that he would like to post often *"at least once a day"*, when the account gets more popular among employees and more people participate.

Even though the frequency of posts is low due to the lack of employee participation, the number of followers keeps increasing at a steady paste, as it can be seen in the Figure 10 previously presented. There are few possible reasons for it. The first one is because the followers possibly have good perception of the new strategy and they like the new concept. Another possible reason is that the new followers are employees, that they have heard about the new strategy and now they like it more. Moreover, research shows that if a person likes a post, it is likely to recommend the brand to other and share the content (Williamson, 2011) so it can also be due to a voice spread. It is important that employees have a good perception of the account and to be on board with the concept. They are the ones that can contribute to elaborate the content and express themselves, which can result into a positive attitude towards the company and their tasks.

The IG organization representative informed that before most of the likes and followers were from the own employees. As the account is becoming more popular among external people, which is the goal that they are trying to achieve, it creates a positive image about FinnCo. Nevertheless, the

company does not have any feedback from customers, they have no idea how it is perceived. Their only guidance is the number of likes that each picture is receiving, which is higher than before.

Regarding the post descriptions, the participants who have sent the picture give a possible description or an explanation of the picture. Afterwards, the person in charge rewrites it, or if he likes it, he keeps the original description. The final decision is told to the corresponding employee and asks him or her if he or she wants to be mentioned in the description. The employees are not rewarded for their participation, the only reward is the pride of having their pictures posted. More reasons for employees' participation will be described in the next paragraphs defining the employee participation code.

EMPLOYEE PARTICIPATION

In order to create the account content is necessary the collaboration of the organization's employees. Therefore, employee participation is a key topic of this research. This was *a priori* code because the goal of the study is to find out the reasons of employee participation. With these interviews, the purpose is to address what impressions the Instagram managers have about the reasons of employees participating and if they think it affects in their daily work and if so how.

"Anyone can participate". Nevertheless, the participation is very low. The main challenge is that the knowledge about the concept among the employees it is limited, *"most of the employees don't know about it"*. The company is big, which implies that there are many possible employees that can take pictures and contribute to the account. However, its large size makes the task of letting everyone know about it challenging. *"So far, the presence of employees in social media is quite good"*, there is potential of getting employees to participate in content creation. Even though there is a big issue of internal communication, it has been noticed that *"more people are starting to send pictures"*. *"The employees have been encouraged to take and send pictures"*. Furthermore, examples of pictures have been shown, so employees know what the manager really wants. Nevertheless, this spread has not reached everyone yet.

A research done by Parry and Solidoro (2013) proved that *"social media can increase the degree of involvement and engagement of employees, by creating an open, inclusive, and collaborative environment, as well as a sense of belonging to a community, identity, and organizational citizenship"* (p.135). Therefore, this situation is desired inside an organization, and it is what the Instagram manager is trying to achieve. For that it is important to explore the possible reasons of

employees' participation in the content of the account as well as the consequences that it might have for them. Therefore, the two following codes, reasons and consequences, have been created.

- **Reasons for participating**

This employee participation subcode collects the possible reasons for their participation according to the informants.

Most of the participating employees are Instagram users, they have a personal account, and they are followers of the company's account. Therefore, participants are likely to be active in social media or to have an interest in photography. According to the informants, *"the main reason why employees participate is because they have captured something beautiful and they want to share it, also to feel more involved with the company"*. Those people are the ones who can really contribute to the content creation, both because they know how to take good photos and because they know what Instagram users like. It is important that these people understand the concept well.

The participants do not get any type of reward besides their pride of having their picture posted. Therefore, the reason is likely to be for the company's own benefit. According to the IG managers, *"the reason of not rewarding them is because we don't want employees to do it for the purpose of earning a reward, but instead for collaborating with the company"*. Moreover, they are *"trying to achieve the spirit of working together by participating in the content creation and building brand's image in a positive way"*.

"Another reason of participation could be to get more followers on their personal account" from getting the participant's name in the description, all the accounts followers can see that, so they can access the profile and lead into following his or her profile, *"I think there is always a personal interest behind the participation. But sometimes one part is for the company's benefit as well"* was explained in one of the interviews. There is no evidence of it, is only a speculation from the informant. It is argued that collaborating to build the brand image allows employees to express their personality in the organizations brand, which they will feel identified and will pride them to be part of it. According to Ashforth and Mael (1989), social identification is associated with loyalty to the organization, pride, and it affects self-esteem.

- **Consequences of participating**

This code presents the consequences that employees may face after participating in the creation of FinnCo's Instagram account.

The main consequence from employees' participation is that it gives more pictures to choose from and better content for the account. Moreover, it has some effects in the organization and personal levels. It is believed by the informants that it can help to create relationships between coworkers from all around Finland. Employees from different places of Finland can be connected through an Instagram post and from there a relationship can be established. Moreover, it was announced that the account has to *"look more like internal communication, not only what customers are interested about"*. This indicates that the purpose of social media is not only external, to satisfy customer needs and build the brand image among them, but also internal, to improve the communication among employees. This puts the organization in a new situation where they should make efforts to achieve both tasks with just one resource.

Deepening on the internal consequences, social media enhances a positive workplace atmosphere and improves the employee engagement situation. It can create a bigger commitment to the company and it can develop an emotional attachment (Parry and Solidoro, 2013).

The interviewees have noticed that employees' participation *"builds bridges that connect all employees from Helsinki to Lapland. Allows them to become and feel part of the company and builds a strong community. Builds a better relationship and the feeling that they are altogether as a whole"*. Similarly, *"people who have never seen each other before, might get to know each other after seeing that a picture was taken by one colleague"*. Both informants believe that employees' participation helps them to engage with the company and to strengthen relationships with coworkers. This is one of the main advantages of social media technologies, they facilitate opportunities for engaging with the audience (Safko, 2009) as well as for creating and maintaining relationships (Li et. al., 2008) with customers and among employees.

Social media managers believe that the participation does not have much influence on their daily tasks. However, they agree that the motivation and positive attitude from the participation helps them in their tasks. It can also result into a more comfortable way of working. *"Instagram gives the opportunity, to those who like social media, to give their personal perspective and personal image. Reflect their personal perception of the company"*. It was also stated that *"the participation has a certain effect on motivation, the more involved the more motivation"*.

CHALLENGES

Like in every organization, there are some challenges. The management of FinnCo's Instagram account is no exception. Due to the strategy change, organization is still in learning how to use Instagram in the right way to achieve the desired goal. In this case, the main issue is the lack of communication, and both informants agree with it and they are conscious that it is the first thing to fix.

- **Communication Challenge**

The goal and concept of the account has not been informed clear enough to the rest of the company's employees, *"the information hasn't reached everyone that want or likes to take pictures"*. People do not know that they need more pictures. Consequently, there is a lack of participation from the employees. The company is a very large one, which hinders the voice spread, *"specially the right people, those who are likely to participate"*.

According to the company representative, due to the large size, it is important to choose the right manager in each office or department who will inform the rest of the employees. After that, it is important to remind it, because people tend to forget it, especially if it is not one of their core tasks.

One of the possible solutions to have more participation is being more proactive, *"the problem is my own communication, I have to be more active"* has been said by the person in charge. Nevertheless, new strategy has been informed. Employees have been showed the concept with some examples about of what they are looking for, but the message has not reached everyone. *"The concept is still quite new, and there are many more things to do. We are just getting started"*.

Another issue regarding communication is the perception that others have from the Instagram account. There are no feedbacks from customers, *"I have not heard opinions from customers"*. Both from participating or non-participating employees, *"I have no idea of participating employees' reactions of the account"* and *"I have no idea of how non-participants perceive the account"*. There is a lack of external and internal communication. External communication needs to be improved in order to get feedback from the followers and ascertain that the image that the company is giving is the right one. Moreover, by improving the internal communication a higher participation from employees will be achieved, which will bring personal benefits to the employees and to the company's account.

Another issue that comes from the communication also. *"Employees might not have the courage to share the pictures they have taken"*. The informants assume that there is a fear to have their picture rejected. This comes from the unawareness of the employees about the account concept. To avoid

this situation, the right information has to be given to the employees and a trust attitude should be showed from the social media managers. Furthermore, this will encourage employees to participate and potentially have an extended engagement towards the company.

- **Employees' Interest**

Another remarkable issue is the interest of employees regarding social media, *"there is people that want to be in social media and people that don't. We cannot make everyone to be present"*. Most of the participating employees are young people who are involved in social media and have their personal account. Moreover, there is people who might feel like this is not their channel. Since most social media users are young people (from 14 to 35), this implies that older employees, who are not active in social media, are less likely to participate. Unless they like to take pictures and would like to share them in the account. Nevertheless, not all those who are likely to participate, due to their shared interest, do it. The reason is lack of information caused by the communication issue.

However, there is increasing interest of other range of people that use social media, particularly Instagram. Therefore, there is potential to attract more employees to participate. The goal is to get the participation from those who are involved in social media and have knowledge about Instagram and its operation mode, those are the ones who will know how to channel the concept to the followers.

- **Solutions**

This code collects the possible solutions according to the informants for the challenges early mentioned. They are aware about them, which is a very important step for solving them.

In order to solve the communication challenge, the organization representative is thinking about writing an article to let employees know about the new strategy and the new concept of the Instagram account, and publish it in the organization's intranet, where all company's employees access daily. Another option is to announce it in the monthly meetings that employees have with their department's team. A good way to let employees know about what the account need is by showing some examples. The organization representative has already showed some, but he should show more and to more people. Furthermore, it is necessary to remind it to people and stuck it into their minds. *"A weekly reminder about sending pictures would be a good idea. The word has to be spread and it has to be said many times"*.

Other possibility that has been considered is to start a contest among the participating employees with a possible reward, *“if the picture is good enough and gets more than 500 likes for example, the employee who sent that picture will get a reward, maybe a gift card”*.

Due to newness of the account’ strategy, the organization lacks experience of using Instagram. However, they have clear plans how to overcome these obstacles, and increase the participation. For the representatives, employees’ participation is the key because it adds value to the account.

4.3. Questionnaires Findings

This chapter collects the answers of a survey sent to the company’s employees that participated in the creation of the content of the Instagram account. The responses have been coded in order to identify the common aspects among them. The questions were open-ended which offers more flexibility to the respondents and reveals what is in people’s minds. However, the answers may differ in level of detail and scope, which hinders coding into meaningful categories. Moreover, the limited length for responses forces respondents to express themselves in more of a concise form. The survey format does not allow the opportunity for immediate follow-up questions to improve understanding, which hinders obtaining useful data (Jackson and Trochim. 2002). This has been the main challenge in this analysis due to the limited number of participants and their scarce answers.

A first question regarding the goal of the account was asked. The purpose was to compare their answers with the real goal of FinnCo’s account. All of them agreed that the account is focused on the customers. However, there were different beliefs of what the goal is. Most of the participants agreed that the main goal is to build the brand of the company among their followers, and to reflect the company values. However, there is one participant who believes that the account should be used for the marketing of services. The other participant that differs, thinks that *“at the moment the goal is a bit more leaning towards unity of staff all over Finland and organisation”* as well as *“to reach people outside the organisation”*.

Most of the participants are aware of the main goal of the account. However, there are still participants that do not fully understand it. This can be addressed to the internal communication challenge that the company is currently facing regarding Instagram.

One of the intentions of this survey was to know how employees perceive the account. The perception of the participants is divided. There are three employees who like the account, *“makes you good mood”*, *“It feels like my own account and that is why I want it to look good”*, *“it has a nice homemade feeling to it”*. However, the other three participants believe that the account needs

improvement *“the quality is not consistent enough”, “I do not think there is a clear direction”, “it could be more personal”*.

It is surprising that even though their perception is not very good, they still participate. A possible reason is because they like social media and want to improve it by giving their personal touch. However, only participants, 1, 2, 4 and 5 are conscious with the real purpose of the account, so their opinions are beneficial.

Furthermore, when participating in social media, key is to have support from the managers. Employees can benefit from the support of their superiors in such way as to giving them more confidence or courage. A question regarding the encouragement that the employees received from their manager was included in the survey.

There is a division, half of the participants have been encouraged by their managers, and other half not. To those who were not encouraged the reasons for their participation were diverse. One of them announced that *“because I think Instagram is an important channel for us, [...] to make a good image of the organization”*, or because *“I wanted people to know how much fun we have”*, while one employee expressed *“I heard it in a group and I felt it was an obligation”*. This indicates that others like it and some feel it as a task. Those who have received the encouragement they have told that it came from the Instagram account manager. The encouragement should come from all managers, starting from the CEO and continuing with each of the managers from different departments. Social media is important, and the managers must be conscious of it and transmit it to their employees. However, senior management might be more reluctant to engage in social media due to lack of interest and understanding (Parry and Solidoro, 2013).

The participants were asked about their reasons of participating in social media and in content creation. Most of the participants informed that they do it for the company's own benefit, to improve the account and the image is being transmitted. Furthermore, there are two participants that justify their participation based on their own passions, *“I love to take pictures and I like to share them in social media”*. A different reasoning is given by Participant 3, he expressed that he wanted to challenge himself in a field where he was not so active in the past.

According to the interviewees their answers indicated that employees participate because they like to take pictures and to participate in social media and because they want to collaborate with the company and feel involved. Even though it is noticed that there is lack of internal communication, the communication among the participating employees and the account manager is not as bad as it

was suggested. However, an improvement on communicating the account goal and concept is still needed.

Finally, the employees were asked about their own experience. Either if they think they gained anything from their participation and if it had affected in any way to their daily tasks.

According to the participants, most of them do not think that participating in creating the Instagram account has affected them in any way in their daily tasks. Only one of them has announced, *“I feel more valuable and appreciated”*. Another participant has said that *“not really affecting otherwise than with an exciting and a motivational way”*.

Participants 2 and 5 had both announced that their participation had neither affected them on their daily work nor any personal benefit. Participant 2 explained that does not know if her pictures have been posted or not, consequently no consequence. Since there is no reward for participating, the only return is the pride of having their picture posted. Therefore, it would be beneficial that the account manager announces or gives acknowledgment to the participants. This is supported by Parry and Solidoro (2013), *“it is important for employees to have their contributions recognized by their superiors and to receive credit”* (p.138). This will increase their motivation and potentiate future participation.

Other participants have gained experience on this social media channel and have benefit personally *“it improved my thoughts”* and *“it gave me feeling of appreciation. I felt I was part of something when I saw my picture in FinnCo’s Instagram account”*. This last quote is what the goal of participation should be. Employees should feel more engaged with the organization and feel part of it after participating and contributing to the company’s growth and improvement. Furthermore, improving employees’ motivation and satisfaction levels is also beneficial for the organization, it creates value (Parry and Solidoro, 2013) and it can improve the relationship between employees and customers.

In summary, all the answers from the employees that completed the survey are included in the following Table 7:

Table 7. Summary of answers per participant

Participants	Goal	Perception	Manager support	Reason	Consequence	Effect
Participant 1	Build brand	Negative	No	Company’s benefit	Personal	No effect
Participant	Build	Needs	No	Likes it	Nothing	No effect

2	brand	improvement				
Participant 3	Marketing of services	Needs improvement	Yes	Challenge/Experience	Experience	No effect
Participant 4	Build brand	Positive	Yes	Likes it+ company's benefit	Personal	Personal
Participant 5	Build brand	Positive	No	Company's benefit	Nothing	No effect
Participant 6	Team unity	Positive+ improvement	Yes	Company's benefit	Experience	No effect+ motivation

In summary, it is seen that all employees agree that the focus of the account is in the customers, and most of them agree that the goal is to build the brand's image. However, the perception of the account is divided, the majority believes that it needs improvement. This is also agreed by the account manager, who revealed that the account is still in process, and adjustments need to be done. The reasoning of the employee's participation is mostly for the organization's benefit, even if it has personal effects and consequences such as higher motivation of feeling of belonging to the company.

Nevertheless, the participation on social media is low. It is noticed that only half of the employees have received encouragement from their managers. The number of participants can be increased by involving the managers, the more managers giving support to their employees the more participants there will be, and the content of the account will be improved.

In addition, another of the main topics of this thesis is employee engagement. Participation in the content creation of social media can increase the degree of involvement and engagement of employees. However, most of employees surveyed do not think that their participation has affected them in any way. This leads to think that participation in social media is not enough to achieve engagement with the organization.

5. DISCUSSION AND CONCLUSIONS

In this thesis, a study about how an organization uses the social network Instagram was performed. With the data obtained from the visual's analysis and the interviews, it is possible to answer the first

research question, and to conclude that FinnCo is using Instagram as a branding awareness tool. The second research question was focused on the internal influences that social media has on the company. This was known in the interviews' analysis, which indicated that the employees' participation in social media has influenced the relationships among them and with the managers, as well as it has improved the communication with the Instagram manager. However, a clear lack of communication was noticed, which led to a low number of participating employees. Finally, the main research question approaches the topic of employee engagement. With the survey answers it was possible to get a slight idea of the effect that employees' participation has on their engagement with the organization. However, the number of respondents was lower than expected, and their answers were scarce. Moreover, the questions were open-ended and the answers tend to differ in level of detail and scope. All this hinders the obtainment of a decisive solution to this research questions. Nevertheless, the survey responses were able to describe a phenomenon regarding this topic. It was possible to ascertain that to acquire an employee engagement attitude towards the organization, participation in social media is insufficient, is also needed to have a strong internal communication.

The following Chapter 5.1 presents a more extended explanation to the research questions. Furthermore, Chapter 5.2 presents recommendations for the management in this situation. Followed by Chapter 5.3, which is about the validity and reliability of the research along with the thesis' limitations. Finally, the last Chapter 5.4 presents future researches.

5.1. Use of social media in the company

Organizations are very active in social media nowadays and they have own accounts in different applications because it is more effective than just in one (Eun and Kyung, 2016). FinnCo is a clear example of it. They are present in all the most famous social media networks (Facebook, Twitter, Youtube, LinkedIn, Snapchat and Instagram) and the uses given are different for each case.

The purpose of Instagram is researched. For that reason, the first analysis, the Instagram content, was done with the intent of understanding the uses given to Instagram by the company, which is *“to create the company's brand, by illustrating the company values, and to foster the Finnish culture to engage with its customers through the posts”*. This prediction was compared to the real account purpose given by the interviewees, which is to use Instagram as a branding awareness tool. In other words, build the company's brand among its followers and show a positive attitude and give

inspiration. This shows that the external perception of the account with the account management purpose.

It is necessary to highlight the change of strategy that took place during the research. This has affected the comparison between the visuals and interviews analysis making it more challenging. Despite the strategy change, the analysis of the visuals has proven to be acceptable. This is because the goal and concept of both strategies do not differ much. The main difference between strategies is the operating mode. Currently, the manager is putting more effort in the selection of pictures to assure that the company's brand is properly built. This shift has affected the account with an increase of followers and a decrease of pictures posted. If the frequency of posts decreases, it can potentially have positive and negative consequences. It can create a bigger impact on the followers because followers will pay more attention to it opposed as if there are daily pictures, where they could get bored. However, the low frequency might cause followers not to see the posts. This situation is likely if the users following the account do not open the application so often.

Furthermore, it is interesting to check the guidelines that Kaplan and Haenlein (2010) provided for organizations about how they should be present in social media. These guidelines can be applied to any social media form, and they will help understand why FinnCo has chosen Instagram and the use that they are giving to it.

Table 8. Guidelines that organizations should apply when using social media (Kaplan and Haenlein, 2010), and comparison with FinnCo's Instagram account.

Characteristics	Description	FinnCo's Instagram
Choose Carefully	Depending on the target group and the message to be communicated, different applications of Social Media should be used, each one attracts a certain group of people, and firms should be active wherever their customers are.	The target audience is mainly to young audiences, to create an impact, and have them as future customers. Instagram is a great site to achieve this.
Pick the application or make your own	Depending on the organizations' needs, the application suitable for them might be available or not, in that case the decision is either to join an existing Social Media or make their own.	FinnCo created an account on an existing social media network site, Instagram.
Ensure activity	Given the case where organizations	FinnCo uses different social

alignment	choose to be active in more than one Social Media, it is crucial to ensure that those activities are aligned with each other.	media sites to have the largest possible reach. However, all channels share the company values and the messages are not contradicting.
Media plan integration	The integration between Social Media and traditional media is key. In customers' eyes, they are both part of the corporate image.	Besides being present the most popular social media channels. FinnCo keeps its presence in the traditional media, such as advertising posters and television.
Access for all	It might sound obvious, but it is worth checking that all employees have access.	Even though not all employees are users of Instagram, anyone can access the account through Internet.
Be active	In order to develop a relationship with other users or with the customers, it is recommendable to take the lead and to be active. This ensures to the customer that the content is fresh.	Posting is done once or twice a week.
Be interesting	In order to be so, it is key to listen to the customers' interests. This will result in an easier engagement with them.	The company posts nice pictures, many times about Finnish landscapes.
Be humble	Take time to discover and learn about the application works and then start to use it.	They have invested much time in finding the right image that they want to show.
Be unprofessional	There is no need to spend large amounts of money to design the perfect Social Media profile, or to hire a professional writer to manage a blog. It is fine to make mistakes. This will	One of the goals is to break the image of a serious company, and that is what they are showing in the posts. Furthermore, the IG manager is

	result as more approachable to the customers.	not an expert on it.
Be honest	Never expect that other participants may not find out who stands behind some anonymous user account.	According to the manager, the posts are representative of what the company is about. That is key to build the brand.

The guidelines provided are satisfied by the Instagram account. It is a possible reason of why the account is still growing, and there are new followers every day, which means that people like the content and the brand.

After understanding the purpose that FinnCo has given to the Instagram account, the next focus of attention is put on the consequences that the Instagram account and the participation of employees in content creation has for the organization.

The use given to Instagram is mainly external, focused on the customers. This allows to have closer relationship with the customer and engaging with them without much effort (Parry and Solidoro, 2013). Moreover, it is used as a promoting tool, spreading the brand to a wide range of people. Safko (2009) stated that by simply uploading photos from the company, it brings along a participation in Internet marketing, which is highly targeted, competitively advantageous, and completely free of charge. Therefore, to obtain the maximum benefit from social media, it is essential that the company understands online customer behavior (Schivinski and Dabrowski, 2016). FinnCo is conscious about it, according to the interviewees they have invested much time researching customers' needs and brainstorming ideas to expose it in the account posts.

Furthermore, the use of social media has also potential internal effects in the organization, such as the development of new relationships among employees, internal communication improvement and employee engagement. Initially, only employee engagement was expected to be obtained. However, other outcomes have emerged from the analysis.

It was noticed both from the interviews and questionnaires that there is a lack of communication among managers and employees regarding Instagram. Many employees are not conscious that there is a way where they can contribute to create the content of the Instagram account. Moreover, among those who know the existence of the account and the possibility to participate, there is a lack of understanding of what is the goal and the concept spread. This results into an absence of good pictures to post. Employee engagement is promoted by internal communication (Mishra et.al.,

2014). Therefore, the benefits of engaging employees are not fully obtained. It is essential to improve the communications between managers and employees.

One of the main advantages of social media is that it can facilitate effective communication and collaboration (Parry and Solidoro, 2013). This presents the possibility to build relationships between employees and the Instagram manager, as well as with other employees, and potentially improve engagement. The participation promotes cross-functional collaboration from where the employees can benefit. However, the participants that completed the survey have not expressed those impressions. In fact, most of them have announced that they do not feel like they gained anything from participating. Few of them have informed that it gives them higher feel of value and more motivation. This indicates that there are potential benefits from participation. One possible way to achieve it is by improving the communication among the participants and the Instagram manager. For example, the manager could inform the participants if their pictures have been posted or not so the employees understand the reasons of acceptance or rejection of their picture. This will give them more confidence to send pictures. This will not only increase the courage of employees towards posting but it will also strengthen the relationship between the account manager and employees.

The main research topic of this thesis is how employees' participation in social media affects employee engagement. This topic is of current concern for leaders and managers in organizations across the globe. They admit is a vital element affecting organizational effectiveness, innovation and competitiveness (Welch, 2011). Social media can increase the degree of involvement and engagement of employees. It creates an open, inclusive and collaborative environment, as well as a feeling of team spirit and belonging to the company. Furthermore, it allows employees to be take part in the decision-making process, which has been suggested to have a large impact on the employees' behavior (Parry and Solidoro, 2013). However, from the survey answers it has been noticed that participation in Instagram is not enough to engage employees with the organization. Employee engagement is also dependent on other factors such as the culture of the organization, the attitudes of the managers and on strong and effective communications (Parry and Solidoro, 2013). Therefore, to increase employee engagement is important to put careful attention to all these features.

A remarkable aspect about FinnCo is the encouragement towards innovation and digitalization from the highest management levels. This has been a key factor of the implementation of social media in the company. Therefore, it is not a problem of culture of the organization nor management involvement with social media, it is partly due to the internal communication challenge. Improving

the communication among managers and employees may lead to an increase of participation and higher levels of employee engagement and commitment to the organization.

5.2. Managerial implications

Social media allows employees to be ambassadors of the organizations and to express their own personality through the pictures they have taken. This makes employees to feel part of the company, which has suggested to have a large impact on employees' behavior (Parry and Solidoro, 2013). For this reason, it is important to improve the current situation of FinnCo. The number of participating employees should be increased, and to achieve it improving internal communication can be important. All managers should be conscious about the goal of the Instagram account and they should encourage and support their employees to participate. Moreover, by improving the internal communication issue, a culture of transparency between management and employees could be built, and it can engage employees to the organization (Mishra, 2014). It will also promote the creation of an open, comprehensive and collaboration atmosphere, in other words a positive workplace, which improves employee engagement and enforces a positive external reputation (Parry and Solidoro, 2013).

Furthermore, by improving the internal communication, the message of participating in the creation of the Instagram account will be spread and it will increase the number of participants. Increasing the number of participants will give the Instagram manager more pictures to choose from. This will result into an increase of the quality of the account and improve the perception that employees and followers have of the account.

5.3. Validity and reliability

Trust and reliability are important concepts to take into account in any research. It must be considered to ensure the trustworthiness of the study (Merriam, 2009). There are two main concerns. First, there is the issue that the people interviews may not necessarily tell the truth or the whole truth (Seale, 1998). Second, there is the supposed artificiality of the interview situation (Keegan, 2009), which may alter the responses. Both criticisms have some validity. In spite of its limitations, interviewing has proved to be a robust and productive qualitative method. There are four different dimensions to test the quality of the qualitative analysis: construct validity, internal

validity, external validity and reliability (Yin, 2003a). It is important to test these four factors in order to obtain reliable data for further analysis.

Construct validity is about setting the right metrics to measure the concepts that are under study. The concept of internal validity deals with the question of how research findings match reality (Merriam, 2009). Next, external validity is about how the results of the study can be generalized to a larger population. Last, reliability is about making sure that the results of the study can be replicated if another researcher followed the same data collection, analysis and other research procedures. In qualitative research, this is harder to prove because the researcher him or herself is the central instrument of research. To tackle this challenge, Yin advises the researchers to put careful attention is documenting and explaining his or her assumptions and conclusions throughout the study.

This research has been done based on the researcher's criteria, the most objective way possible to give the study validity and reliability. Furthermore, all reasoning and steps have been carefully described to ease the understanding of the reader.

Nevertheless, this study has some limitations. Due to the lack of employees participating in content creation, the survey was sent only to 10 employees. From these, 6 were the respondents, and the answers obtained were slightly scarce, which hinder the extraction of conclusions. One other limitation is that only the perceptions of the participated employees were obtained. Another perspective, from those who did not participate, would have been useful to contrast opinions and to have a better understanding of their reasons for not participating. Moreover, the external perception of the account has been evaluated from the researcher's perspective. The point of view of followers would have provided a more accurate perception of the account's concept.

Finally, the research has been done for a specific company and social media site. Each organization is different, so it is not possible to provide a complete study of it. Therefore, the findings obtained might not be applicable to other organizations and to other adoptions of social media. However, other organizations can take advantage of this study by avoiding the wrong practices that FinnCo has faced and copy the positive ones.

Despite the limitations, this research makes an important contribution of what uses can be given to Instagram and what are the good practices to follows, as well as how to improve employee engagement by participating in social media.

5.4. Future Research

This research has shown that the social media application Instagram has benefits for organizations. However, the study has only focused on the internal influence. Future studies can focus on the external side, the potential effects that Instagram has on its followers. It has been proved that social media is a great way to reach customers and to engage with them. Therefore, the study can be extended by obtaining followers' impressions about the account. Assure that the concept that the organization wants to transmit is achieved.

Furthermore, it would be interesting to know if the increase of followers that the account gains is also translated into an increase of customers. In other words, what benefits has for the organization regarding performance, growth, revenues, etc. This will give a complete view of the organization's effects by taking part in Instagram, externally and internally.

Moreover, one way to improve this study would be by using a different method, interviews rather than a questionnaire. The data obtained will be much richer, the employees could express themselves better and with less limitations and the interviewer could ask clarifying questions.

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APPENDIXES

Appendix 1: Interviewees

1 Interview #1

The first interviewee is a young female employee, the younger in her team. Nevertheless, she has a lot of experience in this sector and knows a lot about social media. Not only she collaborates in the content creation of the company's main Instagram account, but also she is responsible for a secondary company account, from a specific segment.

2 Interview #2

The second interviewee is the manager of the main FinnCo Instagram account. He is a young man and his current job position is very recent. It is his first time working with Instagram. Therefore, he is still learning and adapting. Despite his lack of experience in this sector, he has a clear idea on his tasks and on what he has to do.

Appendix 2: Interview Questions

1. Find out the main goal/purpose/uses of the Instagram account

- Social media can be used by companies internally and externally for many purposes. For which purposes would you say is the Instagram account used in the organization? Can you give me some examples?
- Then, what would you say is the main goal of the IG account?

2. Find out how the account works/operates

- How much work does it require to keep the account updated?
- Who creates or decides the content of the posts?
- What is the criteria for posting?
- How are the pictures or videos posted chosen?
- All posts' descriptions are in Finnish. Have you considered writing posts in any other language?
- Let's consider that you would post also in other languages, for example, in English, what do you think the possible benefits or disadvantages would be?
- Show them one of the "uncertain pictures" or two. What is the purpose behind this photo?

3. External use

- To whom is the account mainly addressed?
- In your opinion, how have current or potential customers reacted to your Instagram account?

- And, how do you think the IG account has influenced the organization's image as a service provider?

4. Internal use

- What do you think are the reasons for employees' participation in content creation?
- Are participants chosen or can anyone who want to participate do it?
 - If participants are chosen: What criteria is followed for this selection?
- How are employees encouraged to participate in content creation? Do managers have any influence?
- How are participants rewarded?
 - YES: Why are they rewarded?
 - NO: Why are they not rewarded?
- To what extent employees take initiative to participate in content creation? Can you give me an example?
- How do you think the participated employees perceive the IG account?
- And, how do you think other employees perceive Instagram account? Have you heard employees' reactions?
 - What kind of reactions?
 - Can you give me examples
- Employee engagement is a positive attitude that employees have towards their organization and its values. How do you think the participation in the account affects to increase an employees' engagement to the organization?

5. Conclusion

- I have understood that the account's strategy has been changed. Can you explain me the reasons for this?
- We have discussed several issues during this interview, such as goals, content creation issues, people's perception, and internal purposes. Is there any other issues that we haven't discussed that you think is important for me to understand from the IG account?

Appendix 3: Codes Report

All (14) codes

● Goal

● Concept

| *The concept is one of the key aspects of the goal.*

● Criteria

| *This code gathers all the criteria needed to achieve the goal.*

● Target Audience

● Operations

● Strategy

| *This code reflects the strategy followed in the operations to achieve the goal.*

● Functioning

| *This code collects all the quotes that describe how the Instagram account is managed and its procedures.*

● Employee participation

● Reasons

| *This code collects all the quotes that have given a reasoning for the employee participation.*

● **Consequences**

| *The consequences and effects that employee participation has on them and on the company.*

● **Challenges**

● **Communication Challenge**

| *Out of the issues, the most talked are communication issues. Includes internal and external communication issues.*

● **Employee's Interest**

| *The issues regarding employees' interests towards social media.*

● **Solutions**

| *Potential solutions for the current current communication and participation challenges.*

Appendix 4: Questionnaire- *Kyselylomake*

1. Goal- *Tavoite*

- From your point of view, what is the main goal of the IG account?

Mikä on sinun mielestäsi Instagram tilin tavoite?

2. Participation- *Osallistuminen*

- Why did you participate in content creation?

Miksi päätit lähettää kuvan julkaistavaksi Instagram tilillä?

- Did your manager encourage you to participate?

Kannustiko esimiehesi sinua laittamaan kuvan Instagramiin?

- YES: How?

KYLLÄ: Millä tavalla?

- NO: Why did you decide to participate?

Ei: Miksi päätit silti osallistua?

- What did you gain from participating in content creation?

Mitä sait siitä, että kuvasi oli Instagram tilillä?

- How do you perceive Instagram account?

Mitä mieltä olet Instagram tilistä?

3. Conclusion- *Päätelmä*

- How does the participation affects to your daily work?

Miten se, että olet lähettänyt kuvan / kuvia Instagramiin, on vaikuttanut päivittäiseen työhösi

